**Universidade de Aveiro**
**2016**

Departamento de Economia, Gestão,
Engenharia Industrial e Turismo

**TIAGO JOSÉ RODRIGUES LOPES**

# CAPACIDADE DE UM DESTINO PARA SATISFAZER AS NECESSIDADES E EXIGÊNCIAS DOS MILLENNIALS: O CASO DO CENTRO DE PORTUGAL

# DESTINATION READINESS TO THE NEEDS AND DEMANDS OF MILLENNIALS: CENTRO DE PORTUGAL CASE STUDY

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Dissertação apresentada à Universidade de Aveiro para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Gestão e Planeamento em Turismo, realizada sob a orientação científica do Professor Doutor Rui Augusto da Costa, Professor Auxiliar do Departamento de Economia, Gestão, Engenharia Industrial e Turismo da Universidade de Aveiro

Dedico este trabalho à minha família e amigos pelo incansável apoio.

**o júri**

presidente

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**palavras-chave**

Turismo, experiência, experiência turística, millennials, Centro de Portugal

**resumo**

Cada vez mais o turismo se baseia em criar experiências únicas e autênticas, onde o turista procura satisfazer as suas expectativas e criar memórias que façam toda a viagem ter sido uma decisão acertada.  A pesquisa efetuada nesta área de estudo carece de uma estrutura que explique a experiência como uma interação constante entre o turista, o destino e a experiência em si.

A presente dissertação procura colmatar esse problema através de um estudo sobre uma geração que procura cada vez mais experiências nas suas viagens: os millennials. Este grupo de pessoas é considerado um mercado com enorme potencial e menos volátil que os seus antecessores. Usando a região Centro de Portugal como caso de estudo, esta investigação tem como objetivo saber se o território em estudo está preparado para ir de encontro às necessidades e preferências da geração millennial.

Para responder ao objetivo referido anteriormente, foram realizadas entrevista a 19 entidades com preponderância na indústria turística da região, quer do setor público e privado e tendo em conta igualmente o nível de atuação das mesmas (nacional, regional, local). Estas especificidades das entidades serviram para confrontar as respostas das mesmas no que toca a analise da geração millennial na sua generalidade, a situação atual da performance turística do Centro de Portugal e o comportamento dos millennials que visitam ou tencionam visitar a região.

Os resultados obtidos apontam para a capacidade do Centro de Portugal em entender quais as características desta geração, as fontes de informação que usam nas suas pesquisas e as vantagens que advêm numa segmentação baseada neste grupo. Contudo as entidades devem melhorar a sua capacidade de cooperação e troca de informação, principalmente no que toca a entender as motivações dos turistas, tanto um turista regular que visita a região como um millennial.

**keywords** Tourism, experience, tourism experience, millennials, Centro de Portugal

**abstract**

Tourism is increasingly basing its activity in creating unique and authentic experiences, where the tourist seeks to fulfil their expectations and create memories that make the whole trip been a wise decision. The research made in this field of study lacks of a structure that explains the experience as a constant interaction between the tourist, the destination and the experience itself.

The present dissertation seeks to address this problem through a study about a generation that seeks more and more experiences in their travels: the millennials. This cohort is considered a market with huge potential and less volatile than its predecessors. Using Centro de Portugal region as a case study, this research aims to know if the territory studied is prepared to meet the millennials´ needs and demands.

In order to respond to the objective set previously, were conducted interviews to 19 different entities, with preponderance in the region´s tourism industry, both public and private sector, and also taking into account the level of their operation (national, regional, local). These entities´ specificities served as a way to confront the organisations´ answers and analyse what the entities think about the millennials´ general characteristics, the Centro de Portugal´s actual touristic performance and the millennials´ behaviour when visiting or planning to visit the region.

The results show that the entities are prepared to meet the needs and demands of millennials, being capable of an agreement on their main characteristics, mostly of sources of information used and the possible advantages brought by a millennial segmentation. However, the entities should improve their capacity for cooperation and exchange of information, mostly related to understand the millennials ´travel motivations but also any other tourist who visit Centro de Portugal.

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# 1. INTRODUCTION

In the last years, tourism is facing a new paradigm. The introduction of experiences in the market changed the way of making tourism, managing the destination and promoting them to tourists (Oh, Fiore, & Jeoung, 2007; Stamboulis & Skayannis, 2003). Many authors consider experiences as the nature of tourism (Cohen, 1979a; Quan & Wang, 2004; Song, Lee, Park, Hwang, & Reisinger, 2015; Sternberg, 1997; Uriely, 2005), leading to several studies on this area (Aho, 2001; Binkhorst, 2005; Binkhorst & Dekker, 2009; Jennings, 2006; Kim, Ritchie, & McCormick, 2012; Larsen, 2007; Li, 2000; Oh *et al.*, 2007; Quan & Wang, 2004; Quinlan Cutler & Carmichael, 2010; Ryan, 2002; Selstad, 2007; Stamboulis & Skayannis, 2003; Tung & Ritchie, 2011; Urry, 2002; Volo, 2009).

The academics try to understand this phenomena, using frameworks to better explain the experience process, dividing them in phases or stages (Aho, 2001; Clawson & Knetsch, 1966; Cohen, 1979b; Kim *et al.*, 2012; Otto & Ritchie, 1996; Quan & Wang, 2004; Quinlan Cutler & Carmichael, 2010; Tung & Ritchie, 2011; Volo, 2009). These tourism experience models offer a good insight and provide an excellent understanding to this field of study, although they only take in analysis the experience *per se*. A way to connect the tourism experience with other important aspects from the other two main stakeholders on this encounter (tourist and destination) will provide an important development on the industry and help destinations to become even more competitive, offering to tourist an experience even more suitable to their needs and demands.

But for this evolution to take place, the knowledge on tourism experience has to be supported on the comprehension regarding the experience phenomena in a broader sense. Apprehend how the experience concept evolved through the years, how to define it and how to create it can help to apply these same principles in a more specific context.

The study of experiences is broadly studied by many academics, firstly in a non-consumption perspective (Abrahams, 1986; Arnould & Price, 1993; Csikszentmihalyi, 1975a, 1975b, 1990, Maslow, 1959, 1962, 1964, Privette, 1981, 1983; Turner & Bruner, 1986) and later brought these initial ideas to consumption and marketing (Ambler *et al.*, 2002; Boswijk, Thijssen, & Peelen, 2005, 2007; Brakus, Schmitt, & Zarantonello, 2009; Carbone & Haeckel, 1994; Gentile, Spiller, & Noci, 2007; Holbrook & Hirschman, 1982; Pine II & Gilmore, 1998, 1999; Poulsson & Kale, 2004; Prahalad & Ramaswamy, 2004b; Schmitt, 1999a; Schouten, McAlexander, & Koenig, 2007; Tarssanen, 2009), offering different points of view on this concept. Many scholars tried to gather all the experience ramifications (Carù & Cova, 2003; Same & Larimo, 2012; Tynan & McKechnie, 2009; Verhoef *et al.*, 2009), but their research always failed in appoint one of two dimensions that other authors mentioned. The literature also does not offer an explanation on how these concepts can relate with each other, elucidating how they could be "born" from other earlier concept.

As a group that loves immerse on experiences on their travels, millennials are a market already pointed as less volatile and very lucrative (Bush, Martin, & Bush, 2004; Cone Communications Inc. & AMP Agency, 2006; Cui, Trent, Sullivan, & Matiru, 2003; Keating, 2000; Martin & Turley, 2004; Noble, Haytko, & Phillips, 2009; Nowak, Thach, & Olsen, 2006; UNWTO & WYSE Travel Confederation, 2016). This generation sees travel as a right, and leisure is not the only goal anymore, taking advantage on their travels to work and study abroad, volunteer and learning a new language (MDG Advertising, 2015; UNWTO & WYSE Travel Confederation, 2016).

Most of the research made about millennials is related to education (Furlow, 2012; Lippincott, 2005; Merritt & Neville, 2002; Nimon, 2007; Spanier, 2003; Wilson & Gerber, 2008), marketing (Bush *et al.*, 2004; Cui *et al.*, 2003; Hyllegard, Yan, Ogle, & Attmann, 2010; Lazarevic, 2012; Lester & Forman, 2005; Martin & Turley, 2004; Noble *et al.*, 2009; Racolta-Paina & Luca, 2010; Thomas, Woodward, & Herr, 2000; Wood, 2004) and management (Bond, 2016; Cole, Lucas, & Smith, 2002; de Hauw & de Vos, 2010; Dries, Pepermans, & De Kerpel, 2008; Friedman, 2008; Kilber, Barclay, & Ohmer, 2014). In tourism the literature related to millennials is not very extensive (Benckendorff, Moscardo, & Pendergast, 2010; Dimova, 2015; Rosa & Hastings, 2016), with most of the documents about this are concentrating in private studies paid by companies with interest in this market (ADARA, 2016; Barton, Fromm, & Egan, 2012; Barton, Haywood, Jhunjhunwala, & Bhatia, 2013; Barton, Koslow, & Beauchamp, 2014; Future Foundation & Expedia, 2016; Hipmunk, 2016; MDG Advertising, 2015; Topdeck Travel, 2015; Zipcar, 2015). Also in literature pointed previously there is no research on the destination readiness for this cohort´s needs and demand.

This research is positioned to answer all the gaps identifies previously on this chapter, and answer the question: **"Is Centro de Portugal and their tourism agents prepared to meet the millennials´ needs and demands?"**, creating the research´s main objective: "**Give a first**

**insight regarding Centro de Portugal and their tourism agents´ readiness to meet millennials´ needs and demands**".

To accomplish this objective, the research is divided in general objectives, each one corresponding to a chapter in this investigation. The present document is divided in eight chapters. Apart from the chapter one, where this text occurs, the other sections are:

- **Chapter 2: World of Experiences**, where is provided an understanding on the several dimensions behind the concept of experience, and an explanation on the process of experience design;
- **Chapter 3: Tourism Experiences**, offers a comprehension on the tourism experience concept and their different frameworks, developing a new model who considers, besides the experience, the relation between tourist and destination;
- **Chapter 4: Millennials and Tourism**, identifies the millennial generation, their main characteristics, what they seek in tourism and what they expect from brands and businesses;
- **Chapter 5: Objectives and Methodology**, where all the research objectives and methodological choices are explained;
- **Chapter 6: Case Study: Centro de Portugal**, offers a characterization on Centro de Portugal region regarding tourism offer and demand, and presents the tourism strategy for this territory;
- **Chapter 7: Data Analysis and Discussion,** where is demonstrated if Centro de Portugal and their tourism agents are prepared to meet millennials´ meets and demands;
- **Chapter 8: Conclusion**, offering the final thoughts about the research, the contributions and limitations and propositions for future investigations.

# 2. WORLD OF EXPERIENCES

## 2.1. INTRODUCTION

A marked response towards environment (Schachtel, 1959), how events are received by consciousness (Bruner, 1986) or a way to enhance and enchant life (Firat & Dholakia, 1998) are some of the various definitions of experience, with the term extending to areas such as sociology, philosophy or anthropology (Carù & Cova, 2003). Experience is similar to goods and services in a way that is a very diverse category (Sundbo, 2009), with the word being used as modifier to add worth to an endeavour (Rossman & Ellis, 2012). This categorization of different kinds of experience gives new insights to experience offerings (Gelter, 2007), and is the main objective of this chapter as well: **understand the several dimensions behind the concept of experience and explain the experience design process.**

Divided in three sections, the first one (2.2) tries to bring in one place the main concepts linked to the experience sphere, giving their definition and main characteristics, and splitting these ideas regarding their relation to consumption experience. In the end is offered a framework that attempts to relate all these notions. The subchapter 2.3 talks about experience design and how a company or business can design a memorable and engaging experience that creates value to the costumer.  Finally, the subchapter 2.4 concludes with the final thoughts about this broad concept, that is not seen any more as an elite art performance, but an everyday consumption (Sundbo, 2009).

## 2.2. WHAT IS AN EXPERIENCE? A CONCEPT FULL OF DIMENSIONS

### 2.2.1. OUTSIDE CONSUMPTION AND MARKETING

When it comes to understand the experience concept outside consumption and marketing areas, the American psychologist Abraham Maslow was one of the main authors who started studying the human behaviour during specific experiences (Maslow, 1959, 1962, 1964, 1968, 2013). Previously with reports about mystic and religious experiences, he noticed moments of great awe and intense happiness in activities non related with the supernatural, like music or sports, so he gave up the name "mystic" and called them **peak experiences** (Maslow, 1962). Described as **perfect, complete, powerful, personally meaningful and potentially transformational**, they are also characterized by loss of fear and ego, anxiety inhibition, changing the view of himself, of other people, his relations and the world (Maslow, 1959, 1962; Schouten *et al.*, 2007). Research on peak experience was performed on education (Allen, Haupt, & Jones, 1964; Maslow, 1968; Taft, 1969), sports (Ravizza, 1977), music performances (Panzarella, 1980; Smith, 1973) and hypnosis (Ås, O'Hara, & Munger, 1962).

Maslow was initially convinced that peak experiences were only achieved by self-actualizing people (the high level of maturation,  health and self-fulfilment that allows ultimate possibilities and aspirations) (Maslow, 1959), recognizing after that these experiences occur in practically everybody and can come from many sources (Lanier, Privette, Bundrick, & Vodanovich, 1996; Maslow, 1962, 1968; Wuthnow, 1978).

The concept of self-actualizing people correlates with Privette´s notion of **peak performances**. Initially called transcendent functioning, this concept represents the **superior use of potential in any human endeavour**, exceeding one´s predictable level of functioning, becoming more creative and productive. (Privette, 1981, 1982, 1983; Privette & Bundrick, 1987; Privette & Landsman, 1983). During peak performances the individual´s strength expresses itself naturally and easily, behaviour occurs effortlessly with no interference by inner restraints or outer limitations and there is a clear focus and sense of self (Privette, 1981).

Before Privette´s concept of peak performance, another idea related to the experience phenomena was being explored. Named as **flow experience**, this dimension was coined by Csikszentmihalyi (Csikszentmihalyi, 1975a, 1975b, 1990, 1997; Nakamura & Csikszentmihalyi, 2002). After studied the concept of paly as an enjoyable experience (Csikszentmihalyi & Bennett, 1971) and intrinsically rewarding (Csikszentmihalyi, 1975b), the Hungarian psychologist views enjoyment as an optimal experience and a holistic sensation present when the action is performed with **total involvement, concentration and immersion**, main components of flow experience. Alongside it is possible to identify nine dimensions on this experience: **clear goals**, **immediate feedback**, **skills adequate to meeting the environmental demands**, **merger of action and awareness, concentration** on the task, **sense of control**, **loss of self-consciousness**, **altered sense of time** and the "autotelic" nature of flow, which means for its own sake or **intrinsically rewarding** (Biasutti, 2011; Celsi, 1992; Celsi, Rose, & Leigh, 1993; Chen, 2006; Csikszentmihalyi, 1975a, 1975b; Csikszentmihalyi & LeFevre, 1989; Ellis, Voelkl, Morris, 1994; Ghani & Deshpande, 1994; Jackson, 1995; Moneta

& Csikszentmihalyi, 1996; Nakamura & Csikszentmihalyi, 2002; Novak & Hoffman, 1997; O'Shaughnessy & O'Shaughnessy, 2002; Schouten *et al.*, 2007; Teng, 2010, 2011).

This experience dimension can be linked to the previous concepts like peak experience and peak performance (Jackson, 1995). Csikszentmihalyi describes the flow experience has the ability to

> (. . .) provide a sense of discovery, a creative feeling of transporting the person into a new reality. It pushed the person to higher levels of performance, and led to undreamed-of states of consciousness (...) (Csikszentmihalyi, 1990, p. 74).

The flow experience shares the merging of action and awareness of power, the joy and valuing and a spontaneous letting be of the process with the concept of **extraordinary experiences,** brought by Abrahams (1986), later developed by Arnould and Price (1993). Abrahams distinguished ordinary from extraordinary experiences by those resulting directly out of a daily routine, with little or no specific preparation, and those for which there is a plan and there a desire to achieve it, where the parts are precast and each role has its set of lines. He also states that in our desire to optimize "authenticating acts" at the expense of "authoritative" ones, there is a preference for those moments we can say afterward were big but which stole up on us and took us unawares (Abrahams, 1986; Ritchie & Hudson, 2009). This authenticating acts include flow and peak experiences and peak performance (figure 1) (Arnould & Price, 2000).

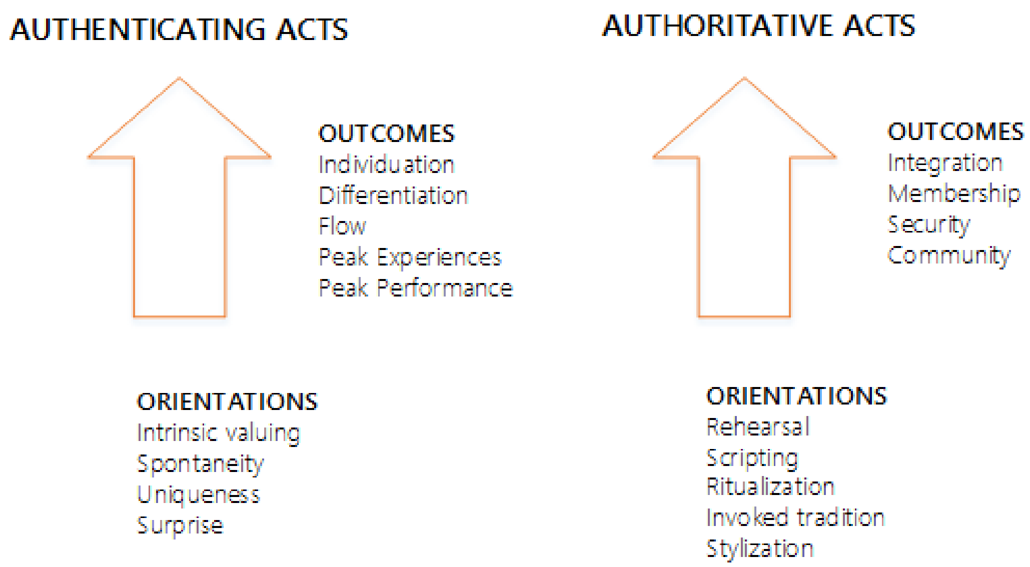



**Figure 1 - Authenticating acts and authoritative performances.**
Source: Based on Arnould and Prince (2000)

Also called "high-quality experiences" and "very special experiences" (Farber & Hall, 2007, p. 248), extraordinary experiences provide **life meaning and perspective, reduce anxiety, improve fear coping, confer awareness of one´s mortality, crystalize selfhood** (Celsi *et al.*, 1993; Ewert, 1988; Ewert & Hollenhorst, 1989) and **contribute to personal growth or renewal** (Jefferies & Lepp, 2012). In a research about extraordinary experiences in river rafting Arnould and Price state that

> (...) river rafting provides absorption and integration, personal control, joy and valuing, a spontaneous letting-be of the process, and a newness of perception and process. Dimensions of extraordinary experience manifest themselves in the themes of harmony with nature, communities, and personal growth and renewal (Arnould & Price, 1993, p. 41).

Although the similarities with the flow experience, Arnould and Price (1993) suggest some differences between these concepts. A greater sense of newness and originality, the unplanned, spontaneous, impersonal and unusual nature, an unnecessary superior effort and the emotionality intensity of these experiences make them different ideas brought to the market (Jefferies & Lepp, 2012).

### 2.2.2. THE CONSUMPTION OF EXPERIENCES

In the world of consumption, the first problem is related to which individual was the first to brought the concept to this field of study. Many claimed to be pioneers in experience studies (Pine II & Gilmore, 1999; Carbone & Haeckel, 1994 as cited in Tynan & McKechnie, 2009) but this **concept was brought in mid 1980s** (Gentile *et al.*, 2007) with studies on hedonic consumption and experiential aspects in consumer behaviour (Holbrook & Hirschman, 1982). Holbrook later acknowledges that him and Elizabeth Hirschman were predated by authors as Wroe Alderson and Lawrence Abbot in 1950s and Sidney Levy in the 1960s (Holbrook, 2000; 2006).

Furthermore, Lebergott traces back to the work of classic economists as Adam Smith, Alfred Marshall and John Maynard Keynes, reminding that "**economic activity aims not for output, but for experience**" (Lebergott, 2014, p. 3). Going even more back in time, Campbell (1987 as cited in Holbrook, 1997) tracks experiential consumption down in the European Romantic period on the $18^{th}$ century based on the lifestyle associated with the search for intense pleasures and high arousal. Holbrook follows this idea and proposes the following logical sequence: romanticism → experiential consumption → emotional responses → pleasure, and enforces with this approach the importance of sensations rather than consumer´s rational thoughts (Holbrook, 1997). Scitovsky followed this romantic view, arguing that the main aim of daily life is to achieve maximum pleasure possible from all sensations experienced, with emphasis on consumption experience (Scitovsky, 1992).

This line of thought on purchases may not be preceded by a decision process (Kassarijan, 1978; Sheth, 1979), out of necessity (Olshavsky & Granbois, 1979) and not directly toward satisfying some functional, physical, or economic need (Babin, Darden, & Griffin, 1994), brought to the market the "humans who daydream about pleasure adventures" (Holbrook, 2000, p. 178) and take in account the hedonic and emotional side in consumption situations, valuing the intrinsic motivation of an experience (Calder & Staw, 1975; Deci, 1975).

The **hedonic consumption**, as opposed to utilitarian consumption, describes the **multisensory** (tastes, sounds, scents, tactile impressions and visual images), **emotive and fantasy aspects of a consumption experience** with the value of a product or service ends in themselves rather than the extrinsic value (Addis & Holbrook, 2001; Hirschman & Holbrook, 1982). The research in hedonic consumption (Babin *et al.*, 1994; Batra & Ahtola, 1990; Crowley, Spangenberg, & Hughes, 1992; Hirschman, 1984; Hirschman & Holbrook, 1982; Holbrook, Chestnut, Oliva, & Greenleaf, 1984; Spangenberg, Voss, & Crowley, 1997; Unger & Kernan, 1983) states that this behaviour results from a conscious pursuit of an intended consequence and an outcome related to an emotional arousal.

This "**experiential view" of consumption** emphasises the seek for the **three "Fs"**: **fantasies** (dreams, imagination, unconscious desires), **feelings** (emotions such love, hate, anger, fear, delight, regret) and **fun** (hedonic pleasure) pushing purchase decision to a small component in the sequence of events involving the whole consumption experience (Holbrook & Hirschman, 1982). In addition to these variables, humans are endowed with a cognitive construct and pursue cognitive activities to stimulate or activate thought processes. Overall sensation seeking, cognition seeking and novelty/innovativeness creates the complete phenomenon of experience seeking (Addis & Holbrook, 2001; Hirschman, 1984; Zuckerman, 2007).

With more research being made in this field (Belk, Wallendorf, & Sherry, 1989; Grove, Fisk, & Bitner, 1992; Hirschman, 1984; Hoch & Deighton, 1989; Holbrook, 1988; Hui & Bateson, 1991; Kerin, Jain, & Howard, 1992; Mano & Oliver, 1993; Unger & Kernan, 1983), it did not take long until Carbone and Haeckel (1994) presented the market with the idea of **engineering customer experiences**. The authors claimed that **every product or service comes with an experience** i.e. an "barrage of clues" – rational and emotional - that **established a set of impressions**. The goal is to deliberate **setting of** a targeted **customer perception** and results in successful **registration of that perception in the customer´s mind** (Carbone & Haeckel, 1994).

The desire for memorable experiences (Berry & Bendapudi, 2003; Berry, Carbone, & Haeckel, 2002), search for social status and less boredom in life, and find identity and involvement in an increasingly rich society (Lorentzen, 2009; Sundbo, 2009) led to Pine II and Gilmore´s concept of **experience economy**. Emerged as the next step in the progression of economic value, this evolution occurs when a company "intentionally uses **goods as props and services as the stage for engaging the customer in such a way that it creates a memorable event**" (Pine II & Gilmore, 1998, p. 98). Responding to a technology development, an increasing on market competitiveness and mass customization of goods and services, **experiences are presented as the next economic offering**. Figure 2 takes the example gave by Pine II and Gilmore (coffee) about this progression: commodities are extracted from the environment (coffee bean) to make goods (coffee packages), deliver a service (brew and serve the coffee), which are scripted to stage experiences (example of Starbucks) (Pine II & Gilmore, 1999).


**Figure 2 - The progression of economic value**
Source: Based on Pine II and Gilmore (1999)

Table 1 explain the differences between the four economic offerings. Besides the memorable nature of this offering, experiences are characterized as inherently personal and existing only on the individual´s mind, thus, two people cannot have the same experience. (Pine II & Gilmore, 1998, 1999).

**Table 1 - Economic Distinctions**

| ECONOMIC OFFERING | COMMODITIES | GOODS | SERVICES | EXPERIENCES |
|---|---|---|---|---|
| ECONOMY | Agrarian | Industrial | Service | Experience |
| ECONOMIC FUNCTION | Extract | Make | Deliver | Stage |
| NATURE OF OFFERING | Fungible | Tangible | Intangible | Memorable |
| KEY ATTRIBUTE | Natural | Standardized | Customized | Personal |
| METHOD OF SUPPLY | Stored in bulk | Inventoried after production | Deliver on demand | Revealed over a duration |
| SELLER | Trader | Manufacturer | Provider | Stager |
| BUYER | Market | User | Client | Guest |
| FACTORS OF DEMAND | Characteristics | Features | Benefits | Sensations |

Source: Based on Pine II and Gilmore (1998)

This transitory nature of production (Williams & Anderson, 2005) is one of the numerous **links between the experience economy and theatre** (see table 2). Pine and Gilmore use several concepts of theatre to explain their view on what is a consumption experience, based on the work of Goffman (1956). Many other authors also used theatre as a metaphor to explain the consumption experience (Bitner, Booms, & Mohr, 1994; Deighton, 1992; Glynn Mangold & Babakus, 1991; Goodwin, 1996; Grove, Fisk, & Laforge, 2004; Grove *et al.*, 1992; Grove, Fisk, & Dorsch, 1998; Manthiou, Lee, Tang, & Chiang, 2014; Mohr & Bitner, 1991; Pranter & Martin, 1991; Solomon, Surprenant, Czepiel, & Gutman, 1985; Stuart, 2006; Williams & Anderson, 2005) creating new opportunities for experience designers.

**Table 2 - Relation between experience and theatre**

| **THEATRE** | PRODUCER | DIRECTOR | ACTORS | AUDIENCE | SCRIPT |
|---|---|---|---|---|---|
| **Role in an experience** | Executive | Managers | Experience Provider | Customers | Customer and experience provider training, customer contact service processes and costumer involvement |
| **THEATRE** | BACKSTAGE PRODUCTION | COSTUME DESIGN | REHEARSALS | STAGE DECORATIONS AND PROPS | |
| **Role in an experience** | Hidden factory | Uniforms | Pilot tests | Physical facilities and equipment | |

Source: Based on Stuart and Tax (2004) and Williams and Anderson (2005)

Poulson and Kale (2004) were also researching on the subject of relevant and engaging experiences, but these scholars do not consider the definition provided by Pine II and Gilmore clear enough for experience phenomenon, creating the **commercial experience** and labelling as "an **engaging act of co-creation between a provider and a consumer,** where consumer perceives value in the encounter and in the subsequent memory of that encounter" (Poulsson & Kale, 2004, p. 270).

Also derived from experience economy comes the concept of **meaningful experiences**, related to the individual´s experience and potential to give meaning to his or her life (Boswijk *et al.*, 2005). This concept is similar to Pine and Gilmore´s idea that experience is not the utmost in economic offerings. With experience´s mass customization, the individual is changed, guiding them to a life-transforming experience, thus, transformations can be considered the fifth economic offering (Pine II & Gilmore, 1998, 1999). Constructed on **the personal experience´s meaning and emotional impact on people,** the authors take advantage of German language to better explain the concept. Experience can be *Erfahrung*, a "continuous interactive process of doing and undergoing, of action and reflection, from cause to consequence, that provides meaning to the individual in several contexts of his life" (Boswijk *et al.*, 2005, p. n.p.) or *Erlebniss*, a subset of *Erfahrung*, a much stronger, vivid experience that changes the perspective on self and/or the world around him (Boswijk *et al.*, 2005). Adding some elements of flow experiences, the precursors of this conception elaborate a set of characteristics of meaningful experiences: a **heightened concentration and focus**; **altered sense of time**; **touched emotionally**; **unique process** for the individual with **intrinsic value**; **contact with the 'raw stuff'**, the real thing; **does and undergoes something**; a **sense of playfulness**; a **sense of control**; a **balance between the challenge and one's own capacities** and a **clear goal definition** *(*Boswijk *et al.*, 2005).

Taking the idea of meaningful experiences, Tarssanen and Kylanen (2009) developed a model to **understand the experience content** and identify critical points or deficiencies in the product. The **experience pyramid** (figure 3) analyses experiences from two perspectives: the level of product´s specific elements and the level of the guest´s own experience.

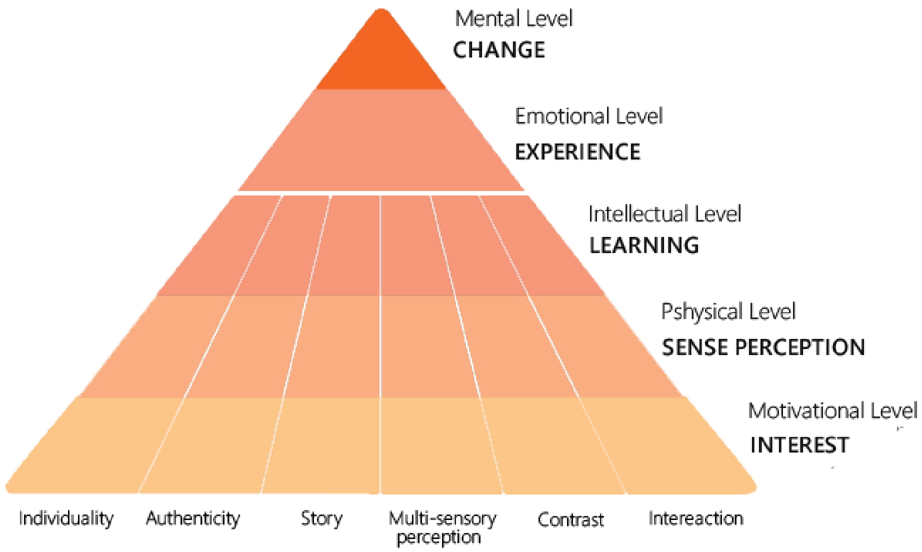



**Figure 3 - Experience Pyramid**
Source: Based on Tarssanen and Kylanen (2009)

Schmitt (1999b) introduced the **experience concept on marketing** and, also based on the concept of experience economy, consider the consumer as "**rational and emotional human**

**beings who are concerned with achieving pleasure experiences**" (Schmitt, 1999b, p. 53), in contrast with traditional features-and-benefits marketing. Seen by the author as a revolution, Schmitt create a framework composed by five different types of experience, or strategic experiential modules (SEM) and experience providers (ExPros) sustained his concept in four key characteristics: focus on **customer experiences that provide sensory, emotional, cognitive, behavioural and relational values**, focus on **consumption as a holistic experience**, the **rational and emotional nature of the consumer** and the **diversity of tools and methods possessed by experiential marketing** (Schmitt, 1999b). Schmitt called "**experiential marketing**" but there´s also the concept of "**experience marketing**" which is considered by some authors different from each other (Same, 2012; Same & Larimo, 2012). While experiential marketing is seen as a marketing planning tool and a tactic designed by a business to stage all the processes and engaging the customers adding value to the target audience (Smilansky, 2009; Yuan & Wu, 2008), experience marketing is a broader term taking into account the **experiential aspects and activities and the interaction between consumer and experience provider and the value creation** (Same, 2012; Same & Larimo, 2012), generating brand advocacy, loyalty, word of mouth (Riivits-Arkonsuo & Leppiman, 2014, 2015; Smilansky, 2009) and **brand experience** (Same, 2012).

The brand can also be experienced, with consumers go to themed flagship stores controlled by the manufacturer with brand related-stimuli, resulting in emotional bonds (Brakus *et al.*, 2009; Kozinets *et al.*, 2002; Şahin, Zehir, & Kitapçi, 2011). **Brand experience can be defined as consumer responses and perceptions when in contact with brand related-stimuli,** that can be the brand´s design and identity, communications, environment and the level of quality concerning the personal treatment (Alloza, 2008; Alloza, Conley, Prado, Farfán, & Espantaleón, 2004; Ambler *et al.*, 2002; Brakus *et al.*, 2009; Zarantonello & Schmitt, 2010).

Offering a new notion about the experience phenomena and taking aspects from peak and flow experiences, Schouten *et al.* (2007) create the **transcend customer experience** characterized by **shifts on consumer beliefs and attitudes** and

> (…) self-transformation or awakening, separation from the mundane, and connectedness to larger phenomena outside the self. TCEs may also be marked by emotional intensity, epiphany, singularity and newness of experience, extreme enjoyment, oneness, ineffability, extreme focus of attention, and the testing of personal limits. (Schouten et al., 2007, p. 358).

This conception was brought in studies using recreational vehicles, specially Jeep four-wheel drives (Mcalexander & Ph, 1998; Mcalexander, Schouten, & Koenig, 2002) and Harley-Davidson motorcycles (Schouten & McAlexander, 1995).

With all major experience related concepts explained it becomes relevant to make a summary of all these ideas to better clarify the state of the art related to experience sphere. Table 3 helps elucidating the different approaches and conceptions related to the experience phenomenon who were analysed in this research.

**Table 3 - The several dimensions of experience**

| TYPE OF EXPERIENCE | AUTHOR WHO COINED THE TERM | DEFINITION |
|---|---|---|
| **PEAK EXPERIENCE** | Maslow | Self-validating, self-justifying moment which carries its own intrinsic value, recognized to be one of the high points of life, one of the most exciting, rich and fulfilling experiences which the person has ever had. (Maslow, 1959, 1962; Thorne, 1963) |
| **PEAK PERFORMANCE** | Privette | "Behaviour that exceeds one's predictable level of functioning, represents superior use of potential in any human endeavour" (Privette, 1981, p. 57) |
| **FLOW** | Czikszentmihaly | Intrinsically enjoyable experience where "action follows upon action according to an internal logic which seems to need no conscious intervention on our part (…) flowing from one moment to the next, in which he is in control of his actions, and in which there is little distinction between self and environment, between stimulus and response, or between past, present, and future" (Csikszentmihalyi, 1975a, p. 36) |
| **EXTRAORDINARY EXPERIENCES** | Abrahams | "Triggered by unusual events and is characterized by high levels of emotional intensity and experience" (Arnould & Price, 1993, p. 25) |
| **CONSUMER EXPERIENCE / EXPERIENTIAL CONSUMPTION** | Holbrook and Hirschman | "The Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial physical and spiritual). Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact or touch-points" (Gentile *et al.*, 2007, p. 397) |

| TYPE OF EXPERIENCE | AUTHOR WHO COINED THE TERM | DEFINITION |
|---|---|---|
| **ENGINEERING CUSTOMER EXPERIENCES** | Carbone and Haeckel | "The "takeaway" impression formed by people's encounters with products, services, and businesses—a perception produced when humans consolidate sensory information" (Carbone & Haeckel, 1994, p. 9) |
| **EXPERIENCE ECONOMY** | Pine and Gilmore | "When a company intentionally uses goods as props and services as the stage for engaging the customer in such a way that it creates a memorable event" (Pine II & Gilmore, 1998, p. 98) |
| **EXPERIENTIAL MARKETING** | Schmitt | Process of identifying and satisfying customer needs and aspirations profitably seeing consumers as rational and emotional human beings who are concerned with achieving pleasurable experiences (Schmitt, 1999b; Smilansky, 2009) |
| **COMMERCIAL EXPERIENCE** | Poulsson and Kale | "An engaging act of co-creation between a provider and a consumer wherein the consumer perceives value in the encounter and in the subsequent memory of that encounter" (Poulsson & Kale, 2004, p. 270) |
| **MEANINGFUL EXPERIENCE** | Boswikj, Thijssen and Peelen | "Experience in the sense of *Erfahrung* is a continuous interactive process of doing and undergoing, of action and reflection, from cause to consequence, that provides meaning to the individual in several contexts of his life. Experience as *Erfahrung* causes the individual to change the perspective on self and/or the world around him". (Boswijk *et al.*, 2005, p. n.d.) |
| **EXPERIENCE PYRAMID** | Tarssanen and Kilanen | Tool that "helps to analyse and understand the experience content of products in the tourism, cultural and entertainment industries alike" (...) "It is an explicit tool for identifying critical points or deficiencies in the product, and thus, for designing the product further" (Tarssanen & Kylanen, 2009, p. 11) |
| **TRANSCENDENT CUSTOMER EXPERIENCES** | Schouten, McAlexander and Koenig | With aspects of flow and/or peak experience, can generate lasting shifts in beliefs and attitudes, including subjective self-transformation and have the power to shape or influence customers' attitudes and behaviours (Schouten *et al.*, 2007) |
| **BRAND EXPERIENCE** | Ambler, Bhattacharya, Edell, Keller, Lemon and Mittal | "Subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioural responses evoked by brand-related stimuli that are part of a brand's design and identity, pack-aging, communications, and environments" (Brakus *et al.*, 2009, p. 53) |

Source: Self elaboration

After analysing the previous table, it is notorious there are **several dimensions for the experience concept**. In the literature considered for this study, no one has tried to create a framework that include all these definitions in one structure. We proposed, on figure 4, a framework with all concepts studied in a hierarchy model based on the previous research.

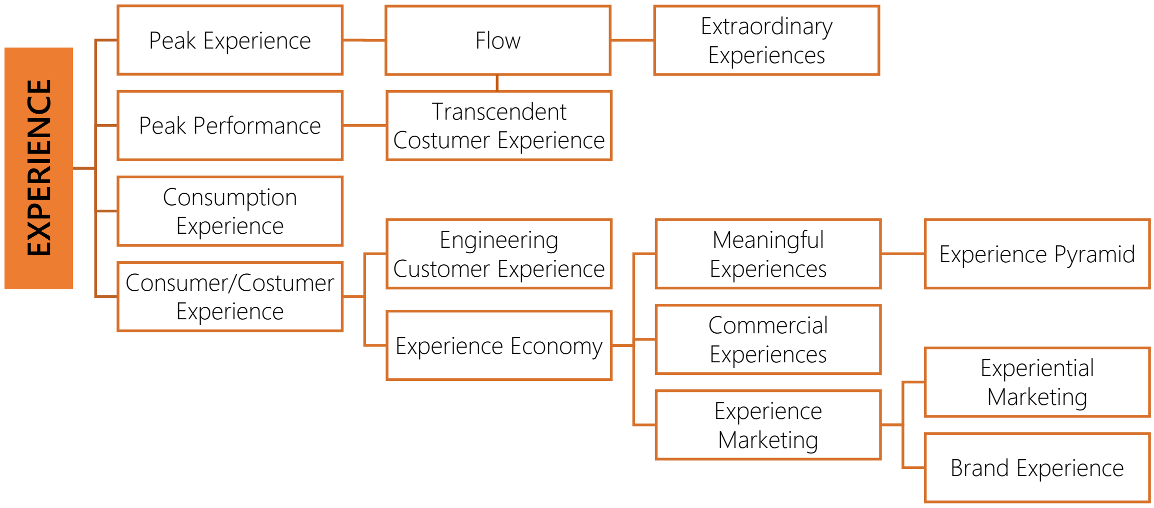



**Figure 4 - Type of Experiences.**
Source: Self Elaboration

These separation of concepts does not mean that each of this dimension does not exchange some similarities. The main goal on this figure is to relate the concepts regarding how they appear in the literature and from which previous concepts their form their own definition.

In the first level of distinction there is a division between consumption experience and consumer experience justified by the work of Edgel and Hetherington (1996), who recognized that **consumption experiences were not just a market question** (see table 4). They identified family experiences resulting from family ties, friendship experiences that came from reciprocal relations within a community and citizenship experiences connected to relations with the state (Carù & Cova, 2003; Edgell & Hetherington, 1996).

**Table 4 - Types of Consumption Experience**

| MODE OF PROVISION | ACCESS CONDITIONS/SOCIAL RELATIONS | MANNER OF DELIVERY | SOCIAL CONTEXT |
|---|---|---|---|
| **MARKET** | Price/Exchange | Managerial | Consumer with other consumers |
| **STATE** | Need/Right | Professional | Citizens/users with other citizens |
| **HOUSEHOLD** | Family/Obligation | Family | Members of the family with other members |
| **COMMUNAL** | Network/Reciprocity | Volunteer | Friends or neighbours with other friends or neighbours |

Source: Based on Edgell and Hetherington (1996)

This evidence proves that a consumption experience is not always planned by market players and a **consumption experience is not necessarily memorable or unforgettable** (Carù & Cova, 2003; Gilmore & Pine, 2002; Kwortnik & Ross, 2007; Pine II & Gilmore, 1998, 1999; Schmitt, 1999b). Schmitt recognized that sometimes companies and brands are unable to provide this type of experiences:

> (…) organisms have not been built to undergo intense, personality-shaking experiences all the time. Religious, spiritual, and existential experiences often result in dogmatism, obsession, and serious delusions of reality. Somewhat mundane experiences of medium intensity – and – may in fact be the precondition for happiness. As such, they have an even fake experience important role to play in enriching our ordinary, daily lives (Schmitt, 1999a, p. 199).

The consumption experience do not have a clearly definition (Alcántara, Artacho, Martínez, & Zamora, 2014; Filser, 2002, 2008; Roederer, 2012) with Filser (2002, p. 14) considering the "positive and negative consequences resulting from the use of a good or service, which generate meaning for the subject who lives it".

Arnould *et al.* (2002 as cited in Carù & Cova, 2003) divided the consumption experience into four major stages: (i) **pre-consumption experience**, (ii) the **purchase experience**, (iii) the **core consumption experience** and (iv) the **remembered consumption and the nostalgia experiences**.

Carú and Cova (2006) identified five characteristics: (i) the **specificities of experiential actors**, who are seen as active contributors, more so than customers; (ii) the **experiential consumption-generating process**, which has to be extended beyond purchase situations and is comprised based on work of Arnould *et al*. cited in previous paragraph: pre-purchase, purchase, core consumption and remembered consumption and nostalgia experiences; (iii) the **field of application**, which refers to the types of industry or offer; (iv) the **scope of its impact**, characterised by consumers' immersion levels in experiences and (v) the **social or societal prints or impacts** of experiential marketing. Nasution *et al.* (2014) took some of these ideas and build the costumer experience framework (CEF) (figure 5).

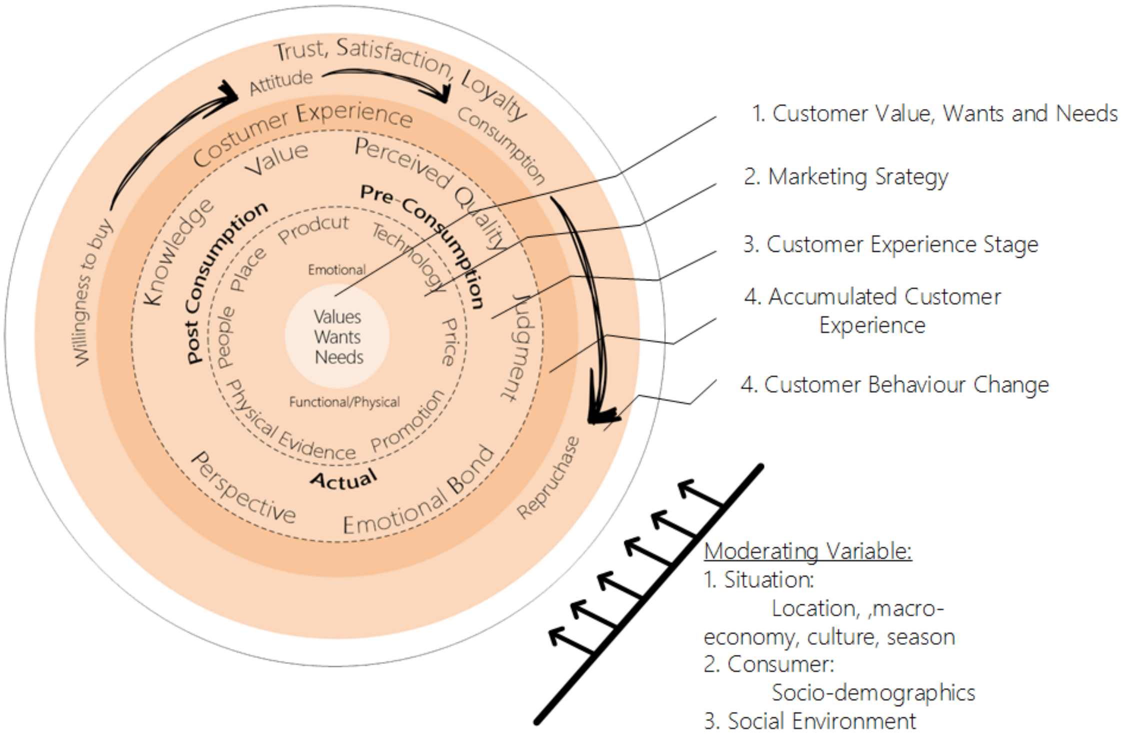



**Figure 5 - The CEF Framework**
Source: Based on Nasution *et al.* (2014)

This framework starts making reference on the importance of customer values, needs and wants (first layer). The next step is the interaction between the customer characteristics and the marketing strategy (second layer), which result in the consumer experience (third layer), divided in pre, during and post consumption. The fourth layer represents the impact of this experience and the future attitude and behaviour towards the provider, portrayed in the fifth and last layer. The CEF can be also used as a diagnostic tool to assess the causes of a negative attitude related with the customer experience (Nasution *et al.*, 2014).

In relation to consumer experience, Gentile *et al.* define this idea as

> (…) a **set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction** This experience is **strictly personal** and implies the **customer's involvement** at different levels (rational, emotional, sensorial physical and spiritual). Its **evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering** in correspondence of the different moments of contact or touch-points. (Gentile *et al.*, 2007, p. 397)

These interactions or **knowledge acquisition** (Gupta & Vajic, 2000) could be **direct** (in the course of a purchase) or **indirect** (word of mouth, advertising, news reports, reviews) (Meyer & Schwager, 2007), with the stimuli from the experience provider is composed by elements which the retailer can control (e.g., service interface, assortment, price, retail atmosphere), but also by elements that are outside the retailer's control (e.g., purpose of shopping, influence of others) (Verhoef *et al.*, 2009). **Consumer interaction** can be divided in six dimensions / components: **sensorial, emotional, cognitive, pragmatic, lifestyle and relational** (figure 4) (Gentile *et al.*, 2007).

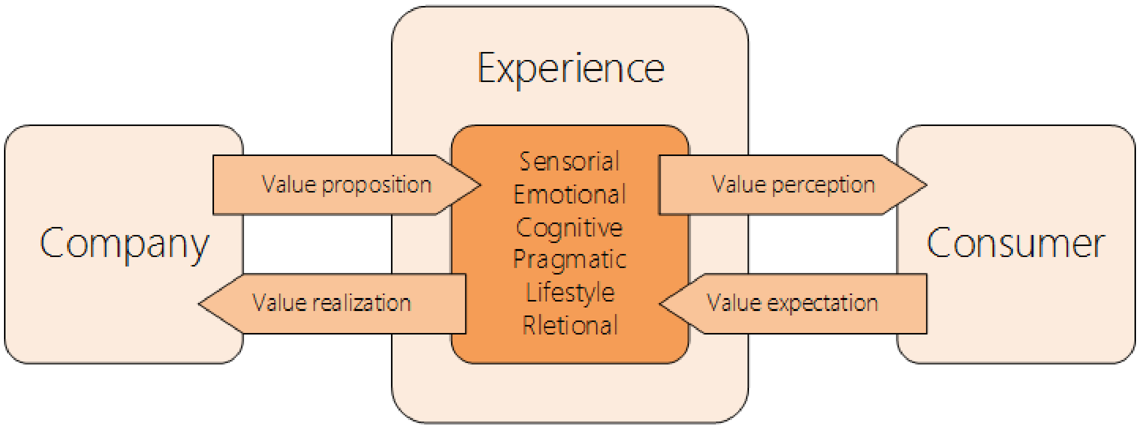



**Figure 4 - The consumer interaction with the experience**
Source: Based on Gentile et al. (2007)

This **involvement with the experience by the consumers**, make them also a **producer in the value creation process** (Addis & Holbrook, 2001; Deighton & Grayson, 1995; Gupta & Vajic, 2000; Lorentzen, 2009; Vargo & Lusch, 2004), blurring the roles of each other (Broderick, 1998), becoming the "experience of one" (Prahalad & Ramaswamy, 2004a, p. 8). A good example can be karaoke where consumers want to hear music performances, but also want to be music performers (Lancaster, 1997). Prahalad and Ramaswamy (2004), taking this idea in consideration, created the **DART principle**: **Dialogue** (interactivity, engagement), **Access** (information and tools), **Risk Management** (probability of harm the consumer) and **Transparency** (accessible to products, technologies and business systems) to create an experience environment in which both parties are more or less in balance.

Experiences can be also **divided in schools of thought**. Pine and Tarssanen (as cited in Same, 2012) consider there are major schools: **American, Nordic and Central European** (figure 5).

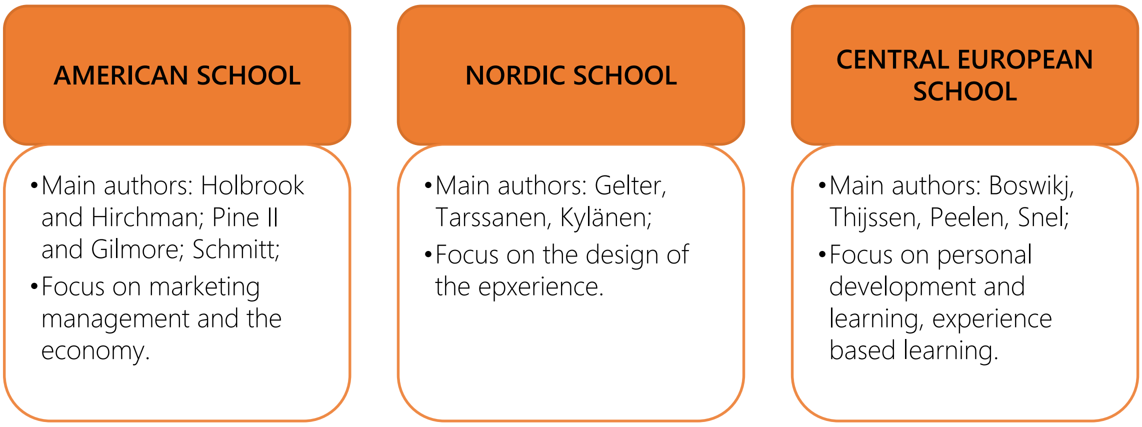



**Figure 5 - Schools of thought regarding the study of experiences**
Source: Based on Same (2012)

Although these are the main schools, there are another ones worth mention such Italian school (Carú, Addis, Fortezza, Pincarelli), the British school (Tynan, McKechnie) and the German school (Weinberg) (Same & Larimo, 2012).

## 2.3. EXPERIENCE DESIGN

The creation and design of an experience is a field that took ideas from an extensive range of disciplines as economy, electronic commerce, psychology, sociology, computer science and many others such theatre and entertainment (McLellan, 2000), creating the idea that even **the most mundane and routine services can be turn into an experience** (Morgan & Rao, 2003).

When creating an experience is extremely important to design an **activity engaging to the customer**. This experience should be organized around a **clearly defined central activity** (Gupta & Vajic, 2000; Pine II & Gilmore, 1998, 1999), thus the goal for experience design is to create experiences that are "**functional, purposeful, engaging, compelling and memorable**" (McLellan, 2000, p. 59) facilitating positive alterations in the equilibria of individual´s daily routine (Fortezza & Pencarelli, 2011).

The next step concerns with **taking control of the impressions** given by the organization. Recognizing the clues sent to customers and affirming the nature of the impression helps to fulfil the theme. **Anything that is perceived or sensed can be an experience clue** (Berry & Bendapudi, 2003; Berry *et al.*, 2002; Pine II & Gilmore, 1998, 1999) and these can be divided in two categories: (i) the good or service´s **actual functioning** and (ii) the **emotions as well the environment** (Berry *et al.*, 2002). However, they are not always enough to engage the costumer. **"Guides" or "leaders"** might be needed to clarify the procedures, assist in the practices, and encourage customers to engage in novel activities and social interaction (Gupta & Vajic, 2000). At the same time, is added **positive clues to create memorable experiences**, while are **eliminate the negative ones** who diminishes, contradicts, or distracts from the theme (Pine II & Gilmore, 1998, 1999).

Experience designers have to consider the roles of **imagination and nostalgia in consumption experience** (Tynan & McKechnie, 2009) and **mix the experiences with memorabilia**, **taking in account all five senses** to support and enhance the theme. The more senses the experience can engage, the more effective and memorable it can be (Pine II & Gilmore, 1998, 1999).

Frow and Payne (2007) identify eleven issues that organizations have to deliver if they want to offer to costumer an outstanding or perfect customer experience (figure 6).

- **Recognise the problem** and the **opportunity for improvement**;
- Identify **opportunities for co-creation**;
- Utilize **mapping tools** to improve the customer experience;
- Carefully **managing customer "touchpoints";**
- Introducing **appropriate metrics for measurement** customer experience;
- Ensure a **consistent customer experience** within and **across multiple channels**;
- Determine how **customer requirements** differ **across the relationship lifecycle**;
- Recognise the need for **cross-functional integration**;
- Understand the **economics of customer segments**;
- Achieve **brand consistency** with all communications programme;
- **Enhance employee motivation** to achieving superior customer service

**Figure 6 - How to get the "perfect customer experience"**
Source: Based on Frow and Payne (2007)

Before applying these guidelines, a customer segmentation is needed, and in this step a good experience designer does not look only for the segment profitability but also to the **costumer´s tendency to act as an advocate for the company**. Allen *et al.* (2005) called this phenomena **costumer advocacy** and it can be measured by the Net Promoter Score, calculated as the percentage of customers who would recommend a company (promoters) minus the percentage that would urge friends to stay away (detractors).

Pine II and Gilmore (1998, 1999) suggest analyse the experience phenomenon across two dimensions: **costumer participation**, that can be **active** (the costumer has a key role on the creation of experience) or **passive** (customer don´t affect the performance at all) and the **environmental relationship** that can be **absorptive** or **immersive**. This two dimensions together create four different categories of experiences or the **four realms of an experience** (figure 7). (Pine II & Gilmore, 1998, 1999).

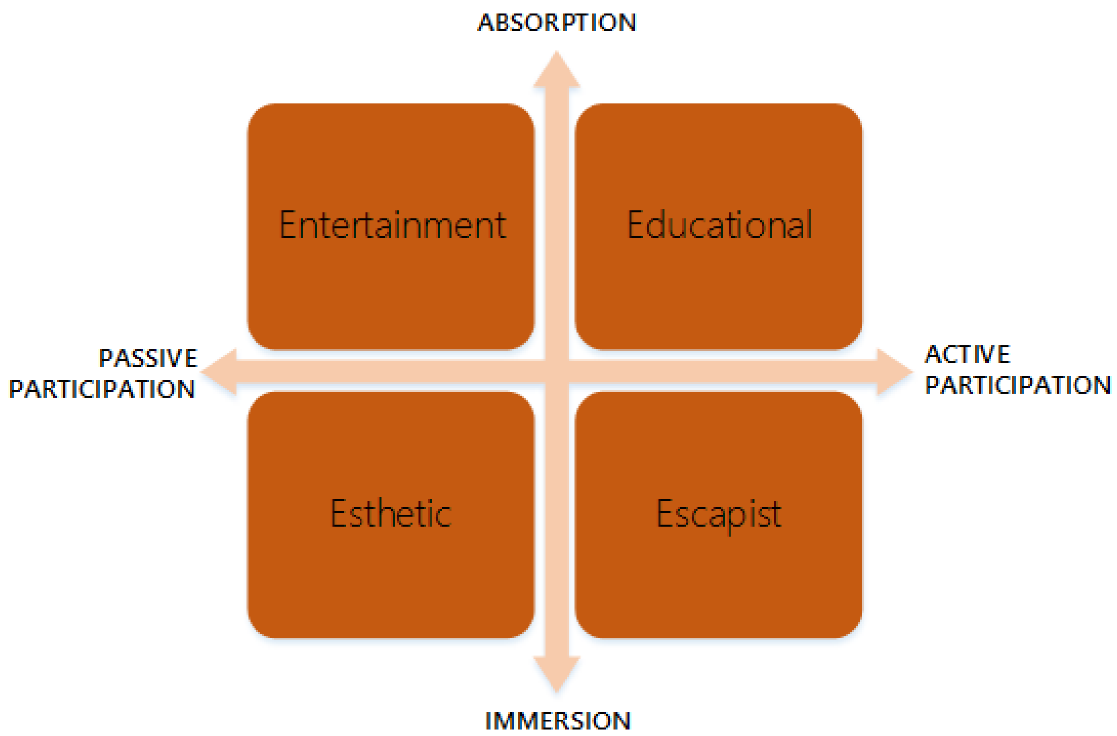



**Figure 7 - The four realms of an experience**
Source: Based on Pine II and Gilmore (1998)

The richest experience incorporate aspects of all four classes reaching to the "**sweet spot**" where the spectra meet (Pine II & Gilmore, 1998, 1999), idea contradicted by Stuart and Tax (2004) that asserted the firms should encourage customers to an active participation and make the environment more favourable to costumer absorption. Pine II and Gilmore also claimed to full benefit of a staging experience, businesses must design experiences that command a fee, another concept that has some critics (Holbrook, 2000).

During the experience lifetime, there is a **risk of losing the initial impact**. To oppose this outline Fortezza and Pincarelli (2011) created some guidelines (figure 8) to help the companies to struggle in face of competitive market.

- Frequently **refreshing the range of experiences**;
- **Full and varied categories**;
- The **uniqueness of the offering**, with a quest for "the unusual";
- **Surprise effects**;
- A **greater degree of customer participation** in the process of delivering the experience;
- The **addition of useful service elements** to prolong the experience and make it more comfortable, or the development of "packages" by working with other experience or service operators;
- **An evaluation toward the business of transformations**.

**Figure 8 - How to not lose the impact of an experience**
Source: Based on Fortezza and Pencarelli (2011)

## 2.4. CONCLUSION

This chapter provided an overview on the experience phenomenon, presenting the several definitions and dimensions, going back until get a full picture of how the present understanding of this concept was achieved. Each of these characterizations have their distinctive view of what is an experience, which was presented in a table defining all the conceptualizations.

Based on the research taken to understand the experience phenomena, it is pertinent to offer a definition to contribute to the development of the area and demonstrate the knowledge acquired in the analysis. Thus, the definition proposal for experience is:

*A subjective response to a stimulus (cognitive, sensorial, emotional and relational) or encounter, translated into a behaviour or action, according with the individual´s expectations, beliefs, memories and perception of own identity, providing meaning and value, that can have a positive or negative effect in the individual, resulting in collection of new memories and perceptions and knowledge used in the next stimulus interpretation*.

Alongside this definition the chapter contributed with a framework proposal that unites all the experiences dimensions in a hierarchical model, to understand how all concepts relates with each other. Future research could be taken to build a dynamic version of this framework studying all the relationships between these ideas.

The market demands for more experiences, resulting from the happiness and enjoyment they bring. The markets and businesses have to follow this trend and present to the consumer memorable, engaging and compelling experiences to create feelings of satisfaction, trust and loyalty, qualities that are difficult to maintain in such competitive marketplace. To help creating these experiences this chapter offers information how to create and design an experience and how to maintain it without losing impact.

Future research in this area should also continuing studying the steps to deliver experiences that meet the new consumers´ needs, demands and expectations, taking advantage on the new technological developments and marketing strategies, always aiming to increase competitiveness and sustainability.

# 3. THE TOURISM EXPERIENCE

## 3.1. INTRODUCTION

Not so far in time, tourism was viewed as an industry mainly concerned with visiting, seeing and living in a different country. A new element, experience, contributed to change this view (Stamboulis & Skayannis, 2003). This element combines all events and activities offered to tourists. (Oh *et al.*, 2007; Stamboulis & Skayannis, 2003).

Visiting a particular tourism destination is now driven by the "powerful mental and emotional image or "pre-experience" the tourist has for the expected experience at the destination" (Oh *et al.*, 2007, p. 119), instead of elaborated physical characteristics of the site. Entire tourism destinations and attractions are beginning to be positioned as "experiences".

For markets, experiences are seen as the nature of tourism business (Cohen, 1979a; Quan & Wang, 2004; Song *et al.*, 2015; Sternberg, 1997; Uriely, 2005), a key of success, innovation and competitiveness (Ellis & Rossman, 2008; Loureiro, 2014; Stamboulis & Skayannis, 2003) and a central productive activity (Sternberg, 1997).

The main objective with this chapter is to **comprehend the tourism experience concept and their different frameworks, developing a new model who considers, besides the experience, the relation between the tourist and the destination**. To deliver an answer to this chapter´s purpose, the second subchapter (3.2) starts with an explanation on how the concept was developed to reach the several definitions presented in the next section (3.3). The next part (3.4) concerns with the several framings been made to tourism experience, presenting some models that will help to understand the concept. All this information will be used to build a proposal of a new tourism experience model explained in the next section (3.5). The last subchapter will draw the conclusion taken from all the information collected and analysed in this chapter.

## 3.2. THE CONCEPT´S DEVELOPMENT

The research for the tourism experience concept started in the 1960s (Uriely, 2005), becoming a popular key research in the 1970s (Quan & Wang, 2004). At this time, the tourism experience was studied from a phenomenological approach (Cohen, 1979a), method later used by other scholars (Neumann, 1992), and compared to the sacredness, spirituality and religious pilgrimage (Cohen, 1979a; Graburn, 1977; Hennig, 2002; MacCannell, 1973; Mannell & Iso-Ahola, 1987; Przeclawski, 1985; Redfoot, 1984), correlating tourism experience as a journey (Graburn, 1977), the pilgrimage of modern man (MacCannell, 1976) and the quest for the centre (Cohen, 1979a).

Other topic with importance in the first years of tourism experience research was the authenticity. The "authentic" experience was seen as the ultimate goal of the tourists, consider worthwhile, spontaneous and genuine (Cohen, 1979a; MacCannell, 1976). For Boorstin (1992) tourism was a superficial, frivolous pursuit of vicarious, composed by contrived experiences or "pseudo-events". Pearce and Moscardo (1986) consider these experiences superficial and peripheral to the concerns of modern industrial society. Other authors, like MacCannell (1976; 1973) and Cohen (1979) consider that tourists are frustrated and perceived the inauthenticity of their settings but, still consider there are situations where the nature of the scene is real. This inauthenticity related by many authors led to Redfoot´s typology of "tourism realities" (1984) and Cohen´s four cell model of tourist situations (1979) where they categorize the tourist by their attempts to search for real authenticity and their impressions given by an experience.

In the 1980´s and 1990´s, the researchers start using experience-based research approaches like tourists reporting thoughts and feelings in diaries or responding questions, developing a better understanding on the subject. Dann (1981) raised questions about this approach but the several researches made indicates his validity (Andereck, Bricker, Kerstetter, & Nickerson, 2006; Jackson, White, & Schmierer, 1996; Moscardo, 1991; Pearce & Caltabiano, 1983; Ross, 1991).

Also in the same period scholars introduce the idea of postmodern tourism, challenging the notion of tourist experience as a disparate form the routine of everyday life (Lash & Urry, 1994; Munt, 1994; Uriely, 2005; Urry, 2002). Lash and Urry (1994) called "the end of tourism" as the decreasing of distinctions between everyday life and tourism experiences while Ryan (2002) points to an invasion of leisure and recreational-related aspects into the workplace of software based industries. Ryan and Birks (2000, as cited in Uriely, 2005) concludes an inclination by business tourists to combine tourism pursuits, such as seeing family and/or friends, attending sports events or taking a holiday, during their work-related trips.

Mannel and Iso-Ahola (1987) identify three dominant perspectives used in leisure and tourist experiences: the definitional approach, the post-hoc approach and the immediate approach. In relation to the definitional approach, the authors claimed there is limited research using this approach, however, there was a significant development in this area in the years after (Andereck *et al.*, 2006; Desforges, 2000; Larsen, 2007; Li, 2000; Mcintosh & Prentice, 1999; Noy, 2004, 2008; O'Dell, 2007; Palmer, 2005; Pearce & Foster, 2007; Quan & Wang, 2004; Ryan, 2003; Trauer & Ryan, 2005; Uriely, 2005; Uriely, Yonay, & Simchai, 2002; Wang, 1999; White & White, 2004).

The post-hoc approach focuses on the outcomes provided by experiences, analysing the motivations (Andersen, Prentice, & Watanabe, 2000), the elements of satisfaction (de Rojas & Camarero, 2008; Gram, 2005; Hudson, 2002; Oh *et al.*, 2007; Prentice, Witt, & Hamer, 1998) and the assessment of experiences.

The immediate approach examines the nature of on-site real time experiences. This is a popular approach for leisure research but with few studies in relation to tourism experience (Quinlan Cutler & Carmichael, 2010). The existing investigation (Arnould & Price, 1993; Borrie & Roggenbuck, 2001; McIntyre & Roggenbuck, 1998; Moscardo, 1991) concentrate on a specific activity rather than the experience as a whole. However, some of the post-hoc satisfaction research is done with visitors on site (Andersen *et al.*, 2000; de Rojas & Camarero, 2008; Gram, 2005; Oh *et al.*, 2007; Prentice *et al.*, 1998; Pritchard & Havitz, 2005), thus can be argued that these responses are related to real time experiences (Quinlan Cutler & Carmichael, 2010).

Quinlan and Carmichael (2010) identified another approach not recognized by Mannell and Iso-Ahola, the business or attraction approach, focused on consumer theory, the product offered, and the potential for managers to enhance tourist experiences. The studies involved in this approach (Andersson, 2007; Beeho & Prentice, 1995; Gilmore & Pine II, 2002; Mossberg, 2007; Sternberg, 1997) involve the evaluation of tourism sites and activities and management techniques rather than a focus on the meaning of an individual experience (Quinlan Cutler & Carmichael, 2010).

One of the concepts introduced by this last approach was the experience economy (Pine II & Gilmore, 1998). The four realms of experience coming from this experience dimension, talked in the previous chapter (figure 7), were adapted to tourism by several authors (Gilmore & Pine II, 2002; Oh *et al*., 2007; Quan & Wang, 2004; Stamboulis & Skayannis, 2003). Oh *et al.* (2007), who developed measurement scales of tourists experiences that can satisfy the needs of tourists and destination marketers, using the experience economy as guideline, relates that concept with tourism, considering that

> the tourist typically "absorbs" entertaining and educational offerings of a destination and "immerses" in the destination environment resulting in aesthetic or escapist experiences. Absorption in this context is defined as "occupying a person's attention by bringing the experience into the mind" and immersion as "becoming physically (or virtually) a part of the experience itself (Oh *et al.*, 2007, p. 120).

A fifth approach can be found in the literature who claims the tourism experience as a co-creation process between tourists and destinations (Binkhorst, 2005; Binkhorst & Dekker, 2009; Prebensen & Foss, 2011) or "a holistic network of stakeholders connected in experience environments in which everyone operates from different time spatial contexts" (Binkhorst, 2005 n.p.).

Following the concept of co-creation in consumption science (Bendapudi & Leone, 2003; Gummesson, 2008; Meuter, Ostrom, Roundtree, & Bitner, 2000; Prahalad & Ramaswamy, 2004a; Vargo & Lusch, 2004, 2008) the tourist should be part on the development process from the product design to the product consumption, creating a network in which the various stakeholders co-create engaging tourism experiences (Binkhorst, 2005; Binkhorst & Dekker, 2009; Payne, Storbacka, & Frow, 2008). This interaction could lead to a participation and involvement in various activities, creating positive feelings and enhance the experience value (Prebensen & Foss, 2011).

## 3.3. THE DEFINITIONS FOR TOURISM EXPERIENCE

Defining tourism experiences can be a difficult process due to their complexity variety of elements (Quinlan Cutler & Carmichael, 2010; Selstad, 2007; Volo, 2009; Zátori, 2013). The first definition comes from Cohen (1979) who defines tourism experience as the relationship between a person and a variety of "centres", where the experience meaning is derived from a person´s worldview, depending on whether the person adheres or not to the "centre".

Stamboulis and Skayannis (2003) define **tourism experience as an interaction between tourists and destinations**, where the tourists are the actors and the destination the site for the experience. Other authors consider this type of experience as the moment where tourist consumption and production meet (Andersson, 2007), a **moment emotional engaging**, which leads to memorability (Lashley, 2008), a past personal travel-related event strong enough to have entered in long-term memory (Larsen, 2007) and a novelty / familiarity combination involving the individual pursuit of identity and self-realization (Selstad, 2007)

These definitions refer the experience at the destinations, putting aside the planning and preparation phases as well the returning where tourists uses his memories to remember the episodes and communicate the events to their peers (Quinlan Cutler & Carmichael, 2010).

Tung and Ritchie (2011, p. 1369) reverts the situation declared above and defines the concept as "an individual's subjective evaluation and undergoing (i.e., affective, cognitive, and behavioural) of events related to his/her tourist activities which begins before (i.e., planning and preparation), during (i.e., at the destination), and after the trip (i.e., recollection)"

Walls *et al.* (2011) agreed with the conceptualization and believed that tourism experience is a **multidimensional construct containing a number of internal and external factors that shape and influence consumer experiences, experiences which can only exist if the consumer is willing and able to participate**.

## 3.4. FRAMING THE TOURISM EXPERIENCE

Over the years many scholars tried to develop theories to understand the tourism experience and the all process behind this element. Chhetri, Arrowsmith and Jackson (2004) claimed there is no single theory that defines the meaning and extent of tourist experiences, although, a number of authors have made attempts to formulate models.

A first attempt to frame the tourist experience could be seen in Clawson work in 1963 (as cited in Jennings *et al.*, 2009) and later with Knetsch company (1966) when dividing the recreation experience. They recognise five different stages: **anticipation, travel to site, on-site activity, return travel and recollection**. This model was later followed by many scholars in tourism

(Larsen, 2007; Li, 2000; Quinlan Cutler & Carmichael, 2010) and gave the start to the examination of tourism experience as a multi-phased event.

Cohen (1979a) was the first to propose a division regarding tourist experiences. Divided in five different types of experience, the author recognized the recreational, diversionary, experiential, experimental and existential modes, presenting them in an ascending order from the most "superficial" motivated by mere pleasure, to the most "profound" motivated by the "quest of meaning"

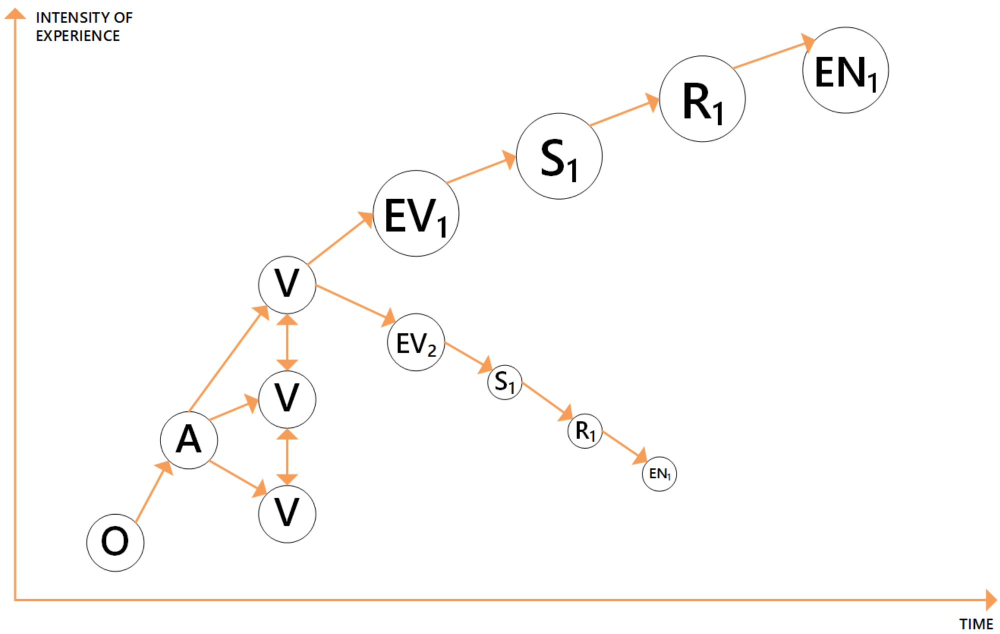
Otto and Ritchie (1996) detected four dimensions: hedonics, peace of mind, involvement and recognition. For Tung and Ritchie (2011) the number of dimensions was the same, but they change for affect (positive emotions and feelings associated with the experience), expectations (fulfilment of intentions and/or description of surprises encountered during the experience), consequentiality (related to the outcomes taken from the experience; this dimension comprises four sub-dimensions, enhancing social relationships, intellectual development, self-discovery and overcoming physical challenges) and recollection (the memories and the efforts to remember the experience and/or reflect back on it).

According to Volo (2009), tourism experience can be characterized also in four dimensions: accessibility (how accessible is the tourism experience to a potential consumer), affective (what degree of affective transformation is experienced), convenience (what level of effort is required to access the experience) and value (what is the benefit received per unit of cost).

Kim *et al.* (2012), in other hand, distinguish seven different elements in a, what he calls, "memorable experience": **hedonism** (pleasure feelings of excitement and fun), **involvement** (visit a desire place and enjoy the activities), **local culture** (friendly people in the destination and experience the place like a local), **refreshment** (sense of freedom, revitalize the body and mind), **meaningfulness** (do some meaningful and important for self-discovery), **knowledge** (learn new information and explore the culture) and **novelty** (newness of a destination).

Based on work created in outdoor recreation (Manfredo, Driver, & Brown, 1983) and later adapted to tourism (Prentice, 1993), Beeho and Prentice (1997) conceptualize a sequential hierarchy of demand divided in four levels: the demand for an activity (level 1), the particular setting (environmental, social and managerial) in which activities are undertaken (level 2), the experience *per se* gained from undertaking the activities in that setting (level 3), and the benefits taken from the experience (level 4).

Aho (2001) divide the tourist experience in seven stages (figure 9): **orientation** where the tourists get the interest for the travel; **attachment** where the destination decision occurred and include the travel preparations and expectations, the core of this stage; **visiting** where the destination offer significant experiences, absorbing raw material, leading to immediate reactions or ripen over a long time; **evaluation** where the tourist makes comparisons between earlier experiences and the alternatives, guiding to conclusions for future actions; **storing** which can be souvenirs and photos but also mental affections, impressions and new meanings; **reflections** about the experience and **enrichment** gave by all this process.




**1º ORIENTATION:**
Awakening interest of some degree

**2º ATTACHEMENT:**
Strengthening interest resulting in the go-decision

**3ª VISITING:**
The actual visit consisting of the travel & destination

**4º EVALUATION:**
Comparisons (with earlier experiences and alternatives) and conclusions for future actions

**5ª STORING:**
Physical (photos, films, souvenirs)
Social (people and social situations to remember)

**6º REFLECTION:**
Repeated presentations (spontaneous and staged) of the experience

**3ª ENRICHEMENT:**
Presentation of films, souvenirs, etc.
Arrangement of meetings and networks to cherish memories
New practices created during the trip

**Figure 9 - Aho´s model of tourism experience**
Source: Based on Aho (2001)

The author also divides the tourist experiences by core contents (getting emotionally affected, getting informed, getting practiced and getting transformed), contact with the subject (physical, social, mental and physic) and character (introvert or extrovert) (Aho, 2001).

Quan and Wang (2004) developed a model (figure 10) where tourism experiences consists in travel as a way to experience something different from the tourists´ daily life, splitting these experiences in two dimensions: the peak tourism experience (the "pure" experience of attractions which constitute the major motivation to tourism) and the supporting consumer experience (experiences of gratifying basic consumer needs on the journeys, such as eating, sleeping and transport).

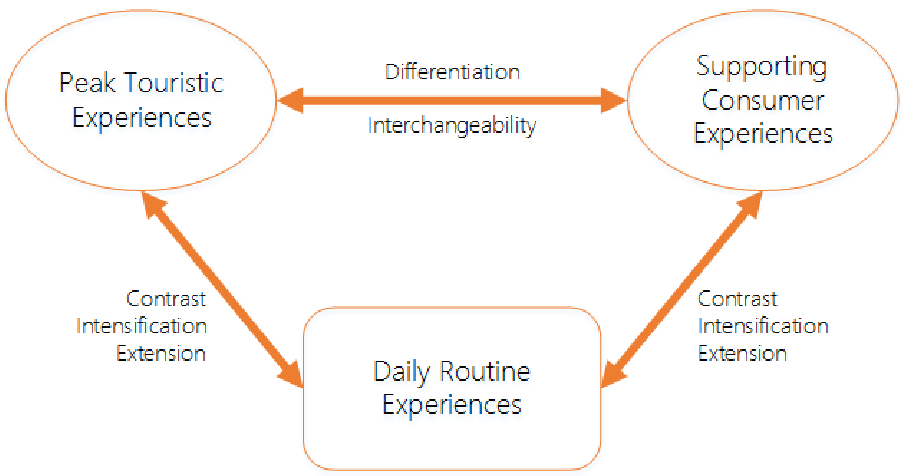



**Figure 10 - Quan and Wang´s model of tourist experience**
Source: Based on Quan and Wang (2004)

Quinlan Cutler and Carmichael (2010) elaborated a model (figure 11) using Clawson and Knetsch (1966) five phase model, incorporating the experiences´ influences and personal outcomes. The influences come from outside the individual (physical aspects, involving the destinations´ spatial elements, social influences on experience and products/services factors as quality, leisure activities and tourist-related products available) and the personal outcomes are related to the overall evaluation of the trip, which can be judged by the **satisfaction / dissatisfaction** regarding the experience. This overall evaluation can be affected by element such **knowledge, memory, perception, emotion and self-identity**. All this cycle creates motivations and expectations for the next trips (Quinlan Cutler & Carmichael, 2010).

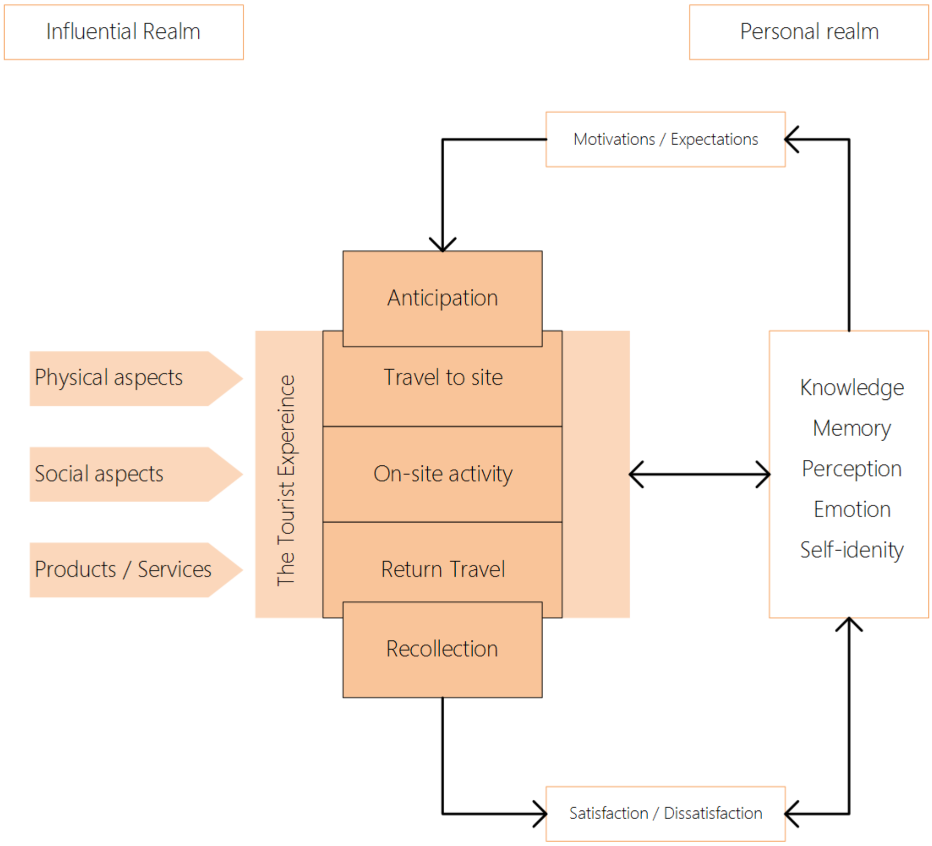



**Figure 11 - Quinlan Cutler and Carmichael´s model of tourism experience**
Source: Based on Quinlan Cutler and Carmichael (2010)

## 3.5. THE EXPERIENCE MODEL PROPOSAL

Taking in account all the literature analysed for this chapter and the previous tourism experience models presented, it is possible to recognize an opportunity to a new development in this area. All the models analysed in this chapter, wanted only to explain the experience itself, putting aside how a destination should prepare to create and deliver a rewarding experience and all the relationships between this actor and the tourist.

The tourism experience should be seen as part of system with other two factors: the tourist who is the user and the destination as the space provider. Thus, it is presented in figure 12, **a proposal for a tourism experience model with the several relations between the experience, the tourist and the destination**.

This model is divided in three big parts: the **tourist who is the main "actor"** and the **destination who provide the "stage"** for the experience. In the middle is identified the tourist experience cycle and all the stages to achieving a rewarding encounter.

First is the **motivation,** who concerns all the elements who inspires and stimulates the dreams of a future rewarding experience. The next stage involves the **territory or product** choice, where the several market options will meet with the motivational elements and result in the final decision. A destination has to look at this two steps with careful planning, always gathering and updating their data regarding what motivates tourists and what they should improve in their territory or product to maintain a competitive and sustainable destinations.

The **experience** *per se* is the next phase where the destination should meet some key points demanded by tourist to lead their experience to a memorable and satisfying milestone in tourist´s mind, who will later be acknowledge in the **recollection** phase, where the tourist will bring back their memories and share their stories to themselves as a form of remembering good or bad moments, or to their peers, forming motivational elements to a new experience completing the cycle. Destinations enter in the recollection phase a data collector to analyse the reactions and research if there is a way to improve their quality, improving the destination´s competiveness.

The **constraints** are also an important component in this model, who could be present in both sides and also be part in all process of an experience. These constraints have to be taken in account in all the experiences stages, avoiding unpleasantness consequences to the destinations as well for the tourist.

Besides the dynamic nature of this framework, there are concepts, like memory, that are present in more than one stage. They would be explained in only one section, avoiding the repetition of ideas across the text.

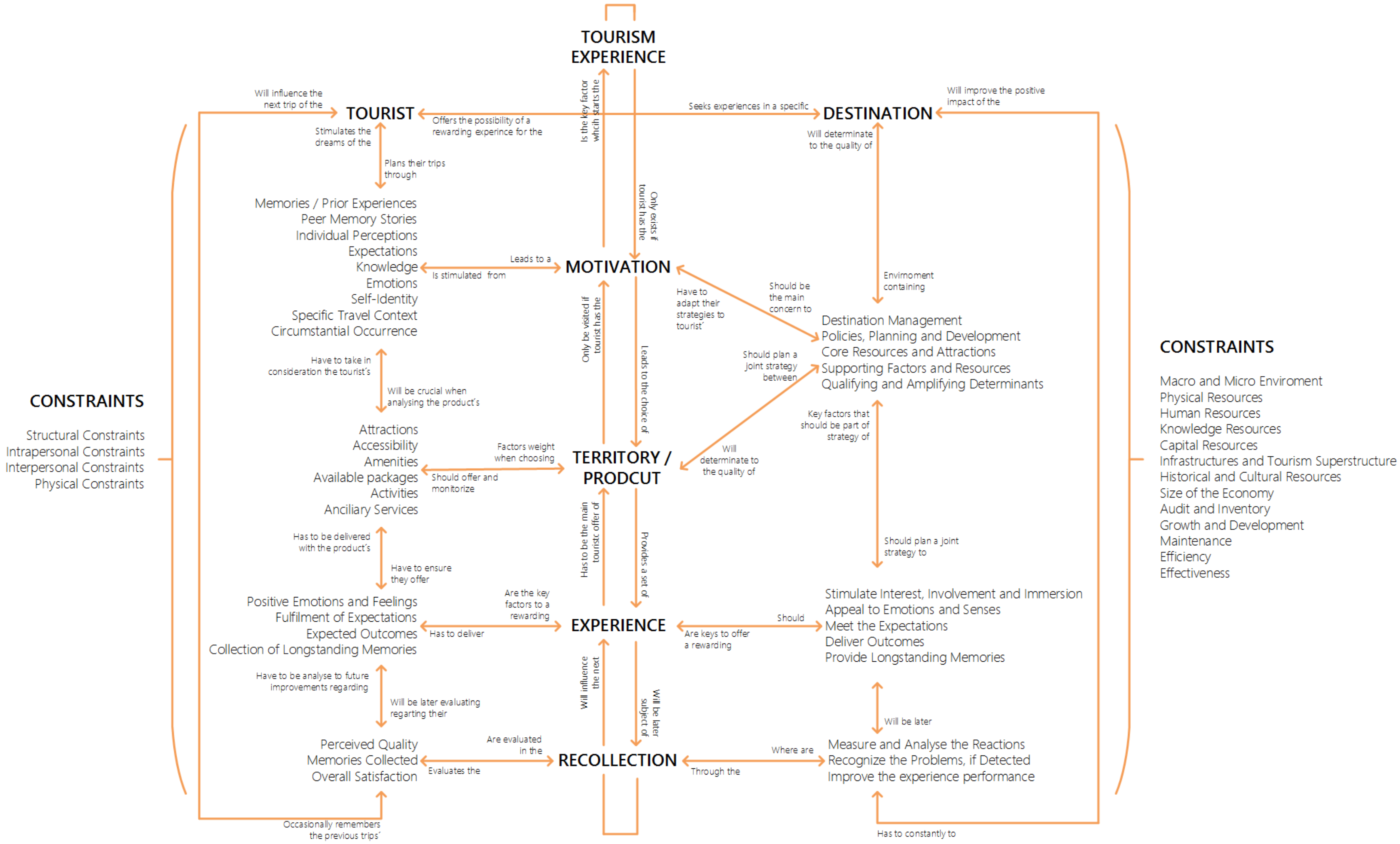



**Figure 12 - Tourism experience model proposal**
Source: Self elaboration

### 3.5.1. MOTIVATIONS

Motivation can be explained as the **personal factors which influence the overall assessment of travel** (Ryan, 2002). The study of motivation is central to understand the tourism experience because **tourists only want to do these experiences when they have motivation for it** (Crompton, 1979; Gnoth, 1997; R. Prentice, 1993; Turismo de Portugal, 2014a). Thus, understand how to "insert" the desire of travel to a specific destination and experience is crucial for the success of an attraction.

A research in the literature identify nine factors who could shape the tourist motivations: **memories/prior experiences, peer memories stories, individual perceptions, expectations, knowledge, emotions, self-identity, specific travel context and circumstantial occurrence**.

**Memory** is an important element regarding the tourist experience (Cary, 2004; Larsen, 2007; Quinlan Cutler & Carmichael, 2010; Selstad, 2007; Zátori, 2013), also taking part in experience evaluation process (Fridgen, 1984). Oh *et al*. (2007) defined memory as **filtering mechanisms which link the experience to the emotional and perceptual outcomes of a tourist event**.

Memories involve both cognitive and affective readiness of pertinent information, both voluntarily and involuntarily, retrievable by the brain for specific purposes of information processing (Oh *et al.*, 2007). The memory allows the individuals to anticipate experiences, and their innate ability to categorize dissimilar things, allows them to sort anticipated experiences into those they might seek and those they would avoid (Volo, 2009; Zátori, 2013).

Although memory is seen as the outcome of experience, it can be also actively involved in the interpretation and transformation of experience through narration (Selstad, 2007). The **narration of memories** allows experiences to change, showing that experiences are not close items, evolving within tourism discourse, involving the tourist in the production of meaning (Quinlan Cutler & Carmichael, 2010; Selstad, 2007; Zátori, 2013). Cary (2004) stated that there are differences between actual experiences and the later representation of experiences in narratives, as these representations are based on memory.

Narratives are defined as ''knowledge structures that consist of a sequence of thematically and temporally related events'' (Adaval & Wyer, 1998, p. 208). **Storytelling** is one of the prominent types of narrative which analyse consumers´ memories regarding their experiences

(Hollenbeck, Peters, & Zinkhan, 2008; Mcgregor & Holmes, 1999; Woodside, 2010) and can be explained as ''anecdotes that have a beginning, a plot and an end" (Adaval & Wyer, 1998, p. 208). The script-based human memory make individuals fit interpretations of their experiences into stories (Schank, 1999). **Myths** are also part of these narratives creating context for the destination. Stamboulis and Skayannis (2003, p. 40) defines as "an organized, designed experience and an accompanying narrative".

Braun-Latour (2005) studied the formulation of post-experiences and found that whether received in advertising or through word-of-mouth memory stories, these information's can influence and even distort how a tourist remembers his or her past and that not only this false information change the consumer's own personal memory of their visit, but it can change their overall knowledge structure (semantic memory) for the target destination. This gives an importance to **peer memories stories** as a factor to motivate a tourist to choose a specific experience, although the tourist will attempt to rely on their past experiences when they make future decisions.

When it comes to **perceptions,** these are defined as a **process where meaning is attributed to an environment, event, or object** (Reisinger & Turner, 2003). Larsen (2007) consider perceptions how sensory inputs are processed, organized and interpreted and a mental process that allows us to evaluate our tourist experiences. This evaluation can result from the similarities and differences between perception and expectations (Reisinger & Turner, 2003), making perceptions a powerful determinant of tourist satisfaction (Ryan, 2003).

Selstad (2007) reaffirms this importance affirming that perception is at the core of experience, interacting with our evaluation and memory of the event. The tourist carries his pre-set of ideas, values and knowledge which gives the interpretation of experiences. Thus, the meaning took from a tourism experience is based on a perception which is socially constructed (Quinlan Cutler & Carmichael, 2010).

The perception is influenced by an individual´s inner psychology traits which includes values, emotions and opinions as well the environment´s characteristics (Quinlan Cutler & Carmichael, 2010). Reisinger and Turner (2003) describe three types of perception: those of other people, those of one's self and those of perceptions. "Translated" to tourism this involves how tourists perceive others, how tourists perceive themselves, and how tourists perceive how they are perceived by others. These perceptions are constantly interacting with experiences, making a vital element of the tourist experience.

**Expectations** are defined as **the individual's ability to anticipate, to form beliefs about and to predict future events and states** (Maddux, 1999 as cited in Larsen, 2007). Expectations have an important role when the experience enters in the recollection phase, causing a feeling of satisfaction if the expectations are met or exceed by the experience and dissatisfaction when the opposite occur.  (Aho, 2001; Quinlan Cutler & Carmichael, 2010; Ryan, 2003).

Expectations are also linked to Urry´s concept of tourist gaze. This notion conceptualize how a tourist arrives at a destination with particular assumptions about what he wants to see and experience. These assumptions are influenced by media, preconceived images and ideas and past experiences, colouring the experiential choices and understanding of place (Urry, 2002).

**Knowledge** is the **experience´s cognitive aspect which involves a natural process of learning and education,** occurring mostly incidentally (Li, 2000; Quinlan Cutler & Carmichael, 2010). These experiences include a reception of knowledge elements that result in enrichment for the tourist, who gets in to learning situations, consciously or unconsciously (Aho, 2001; Desforges, 2000; Li, 2000; Palmer, 2005; White & White, 2004). The main source of knowledge can be achieved by an interaction between the place, theme and tourist (Stamboulis & Skayannis, 2003).

Although knowledge is seen as an important part of the experience, there is little research available (Li, 2000; Mcintosh & Prentice, 1999; Pearce, 2005; Ryan, 2003). Quinlan Cutler and Carmichael (2010) synthesized the findings in the literature and recognized four main categories: cognitive development (discovery of knowledge and mental skills), affective knowledge (discovery of feelings or emotional responses), psychomotor development (discovery of manual or physical skills) and personal development (discovery of self).

**Emotions** relates to the **tourism´s affective dimension**. Tourism offers complex and strong emotions to their consumers (Arnould & Price, 1993; Noy, 2008; Otto & Ritchie, 1996). Emotions are also understood as outcomes of tourist events (Oh *et al.*, 2007; Quinlan Cutler & Carmichael, 2010), influencing the evaluation of experiences (Chang, 2008; de Rojas & Camarero, 2008; Quinlan Cutler & Carmichael, 2010; Vittersø, Vorkinn, Vistad, & Vaagland,

2000) their perceptions and future memories of experiences (Chang, 2008; Trauer & Ryan, 2005). Trauer and Ryan (2005) claimed that emotional elements involving personal relationships creates memories and these memories can reinforce intimacies where places are seen as a centre for emotional exchange (Quinlan Cutler & Carmichael, 2010). White (2005) agrees with this idea and argue that emotional states can influence the relationship between people and places.

The tourist experience can affect the everyday life trough changes in **self-identity** and self-perception (Quinlan Cutler & Carmichael, 2010). Tourism is seen as a **transitional experience which can influence the way we understand our own identity** (Li, 2000; Selstad, 2007; Vogt, 1976).

The theme of self-identity relates to the kind of person an individual perceives themselves to be. The research related to tourism shows that experiences can redeveloping self-identity, giving opportunities for personal growth and transformation (Desforges, 2000; Galani-Moutafi, 2000; MacCannell, 1973; Noy, 2004; Urry, 2002; Vogt, 1976).

The destination should take all this motivational factors in account when planning the tourism strategy. These factors should be known by all stakeholders present in the territory for the possibiity to improve their competitiveness. To help identify all these important actors in the destination, several destinations competiveness models were analysed (Dwyer & Kim, 2003; Heath, 2003; Ritchie & Crouch, 2003). The model considered more suitable to this research is the Ritchie & Crouch model of destination competiveness and sustainability (figure 13) (Ritchie & Crouch, 2003). This model contains nine major components, each of them containing a number of subcomponents, presenting all the interested parts in the tourism system. The **supporting factors and resources**, the **core resources and attractions**, the **destination management**, the **destination policy**, **planning and development**, and the **qualifying and amplifying determinants** and their respective subcomponents should collectdata regarding this motivational factors and build strategies to engage the tourists.

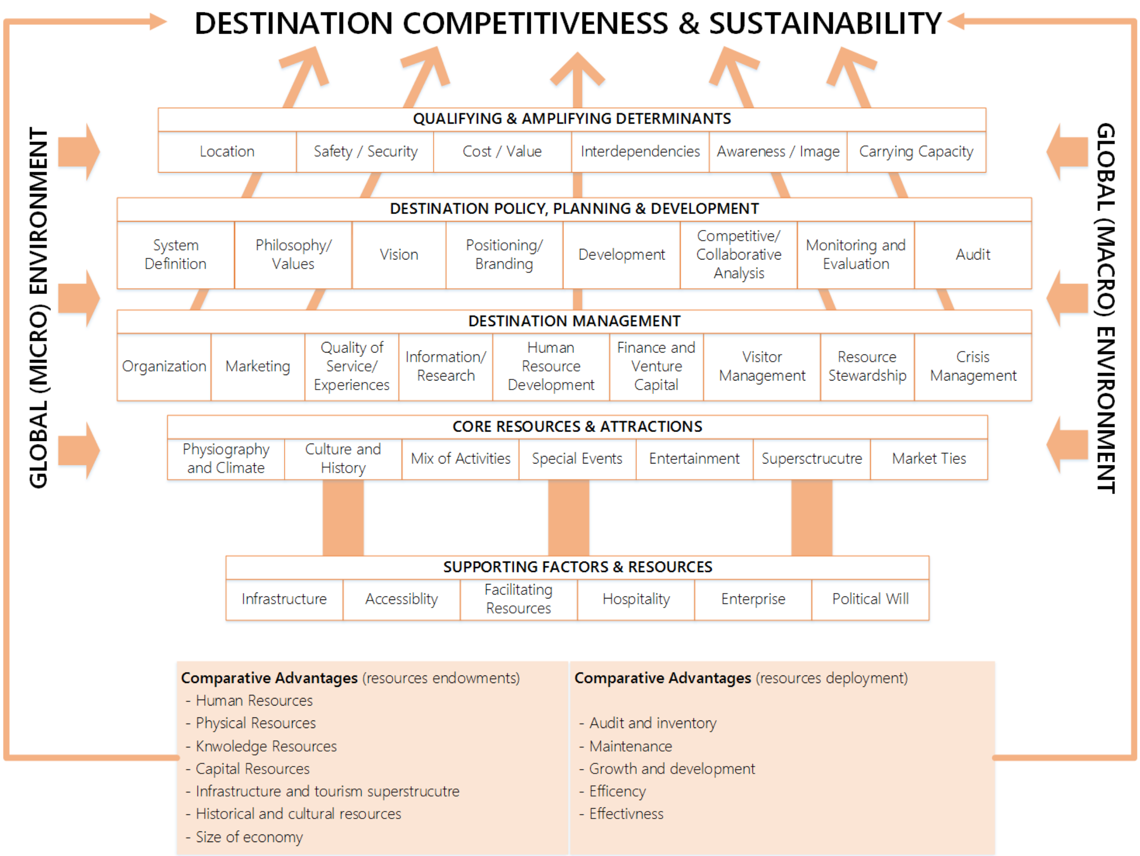



**Figure 13 - The Ritchie / Crouch model of destination competitiveness & sustainability**
Source: Based on Ritchie and Crouch (2003)

### 3.5.2. TERRITORY / PRODUCT

Once the motivations are set in tourist's mind, a set of relevant destinations are evoked (Oh *et al.*, 2007). When choosing a territory or product the tourist looks for a set of characteristics which has to meet their needs and demands. These components can be enlightened by Buhalis´ six A´s framework (table 5), who covers the products, services and experiences provided by the destination.

This framework should be complemented by the Ritchie & Crouch model when it comes to think on the destination side. Before analysing the motivation, the managers and marketers should reflect how to conceive experiences with the destination resources.

**Table 5 - Six A´s framework**

| | |
|---|---|
| **ATTRACTIONS** | Natural, man-made, artificial, purpose built, heritage, special events |
| **ACCESSIBILITY** | Entire transportation system comprising of routes, terminals and vehicles |
| **AMENITIES** | Accommodation and catering facilities, retailing, other tourist services |
| **AVAILABLE PACKAGES** | Pre-arranged packages by intermediaries and principals |
| **ACTIVITIES** | All activities available at the destination and what consumer will do during their visit |
| **ANCILLARY SERVICES** | Services used by tourists such as banks, telecommunications, post, newsagents, hospitals, etc. |

Source: Based on Buhalis (2000)

### 3.5.3. EXPERIENCE *PER SE*

In the literature four key factors were identified as the crucial needs from tourists when seek for a rewarding experience: **positive emotions and feelings, fulfilment of expectations**, obtain the **expected outcomes**, and **collection long-lasting memories.**

As said previously in this chapter the experiences should appeal to emotions. Tourists expect from destinations an encounter with **positive emotions and feelings**. Described as an universal element of tourism, **getting emotionally affected is one of the core contents of a tourism experience** and is likely to be present in most encounters (Aho, 2001). The creation of emotional experiences is seen as a competitive advantage (Song *et al.*, 2015). Emotional experiences can have immediate reactions (applause, excitement, laughter, cries) as well as in the length of the result "mental imprints" (Aho, 2001).

The tourist also looks ahead to **fulfil or exceed their expectations**. As stated earlier, expectations are the individual´s ability to anticipate and predict future events. These expectations will later be important to the acknowledge the overall satisfaction from the experience.

The factors involving shaping the **outcomes** of experience was a subject studied by Nickerson (2006) who claim there are three causes to this matter: the traveller, the product (or destination) and the local population. The traveller reaches the destination with notions about the kinds of experiences which could take place. These notions are influenced by an individual´s social construction and include ideas or perceptions taken from media, product images, previous knowledge, expectations and past travel experiences (Urry, 2002). The activities taken by the tourist, the environmental and informal social interactions are also influencers (Nickerson, 2006). The tourism product concerns with the experience with tourism industries, the public sector and cultural traders (e.g. travel agents or tour guides). A bad experience with services like accommodation or transportation could lead to an overall poor experience in the destination. The attitude and sense of place promoted by the local community can also have a significant effect on tourist experience (Nickerson, 2006; Quinlan Cutler & Carmichael, 2010).

Conducting a well-staged experience leads to **enhanced memory**, which will shape the tourist´s attitude towards the destination in a positive way. These enhanced memories could be triggered by the presence of **emotional events and sensorial experiences**, which are better remembered by tourists (Brewer, 1988; Dolcos & Cabeza, 2000; Oh *et al.*, 2007).

Kim *et al.* (2012, p. 13) developed the concept of memorable tourism experiences (MTE) and defined as "**tourism experience positively remembered and recalled after the event has occurred**".  As said earlier in this chapter, these authors developed a Tourism Memory Scale where they identified seven components that are likely to affect memory – hedonism, refreshment, local culture, meaningfulness, knowledge, involvement and novelty.

As regarding the destination, the managers and marketers in the words of Beeho and Prentice,

> (…) need to create, provide and maintain an experience which is able to **attract a visitor's attention**, **stimulate interest**, and **meet visitor expectations** as well as raise them. Attractions need also to **appeal to emotions and other feelings**, and in particular to offer beneficial feelings. To this end, attractions need to convey relevant information and essentially **meet tourists' personalized needs** (Beeho & Prentice, 1997, p. 76).

In addition to attract visitor's attention and stimulate interest, the destination should promote the experience immersion (Oh *et al.*, 2007). This factor goes along with notions of experience economy (Pine II & Gilmore, 1998) and flow (Csikszentmihalyi, 1990).

### 3.5.4. RECOLLECTION

In the recollection phase the experience is evaluated to later serve as a memory to share with friends and family and supply information for the next trip. This phase has three factors which tourist analyse in this stage: **perceived quality, memories collected** and **overall satisfaction**.

The **quality** of an experience can be defined as "the independent variables of quantity and quality of tangible and intangible products and services, and the dependent variables of customer satisfaction and willingness to pay high prices" (Pizam, 2010, p. 343). For Zeithaml (1988) perceived quality is the overall excellence of the target destination or experience.

The **memories collected** during the trip and later remembered will be the best predicts regarding the tourist´ desire to repeat the experience (Wirtz, Kruger, Scollon, & Diener, 2003).

The **satisfaction** can be seen as an outcome of tourism experiences. However, tourists are not motivated to achieve "satisfaction" but rather to escape (Crompton, 1979; Oh *et al.*, 2007; Redfoot, 1984), learn (Beeho & Prentice, 1997; Vogt, 1976) or relax (Crompton, 1979; Dann, 1981). Pearce (2005) describe satisfaction as **post-experience attitude which embraces affective, cognitive and behavioural elements**, instead of end goal. Fournier and Mick (1999) describe satisfaction as

> a context-dependent process consisting of a multi-model, multi-modal blend of motivations, cognitions, emotions, and meanings, embedded in sociocultural settings, that transforms during progressive and regressive consumer-product interactions (Fournier & Mick, 1999, p. 16).

Satisfaction could also be described as equivalence between expectations and experience (when experiences meet or exceed expectations) or the "congruence of need and performance" whereas dissatisfaction is achieved when there is a gap between expectations and experience (Aho, 2001; Pearce, 2005). Quinlan Cutlter and Carmichael (2010, p. 17) do not agree with these conceptions and indicates that satisfaction "is not a simple measure of the confirmation or disconfirmation of expectations, but is based on a more rich and **personal evaluation of experiences reflected in emotions, relationships, and self-identity**".

De Rojas and Camarero (2008) define satisfaction as the evaluation of components and the feelings generated by cognitive and affective aspects of the product or service. The cognitive path involves the evaluation of quality and comparison with expectations, while the affective path begins when experiences reach or exceed expectations leading to feelings of pleasure.

According to Quinlan Cutler and Carmichael (2010) **authenticity can be used to measure overall satisfaction**, with the reservation of only be valid when discussing objective and constructed authenticity. These two categories of authenticity were brought in Wang´s (1999) study of authenticity acts, classifying the concept as being linked either to objects or to experiences. The author identifies two-object related notions of authentic experiences existent in the literature and delineates a three different attitudes regarding authenticity: existential authenticity (figure 14).


**Figure 14 - Wang´s three approaches to authenticity in tourism**
Source: Based on Wang (1999) and Quinlan Cutler and Carmichael (2010)

The existential authenticity has been praised with sifting the study of authenticity from toured objects to authenticity as a function of the self (H. Kim & Jamal, 2007), however, Cohen (2010) reviewed that some scholars argued that this approach overlaps the notion of self, and consequently, the utility of authenticity (Olsen, 2007). Quinlan Cutler and Carmichael (2010) claimed that existential authenticity would be almost synonymous with experience, arguing that Wang´s approach involved all the tourist experience´s elements, if the experience leads to a real emotional or cognitive reaction, giving the example of seeking pleasure, as the individual may be seeking authentic feelings of pleasure.

Although authenticity being labelled by some academics as the goal of tourism (MacCannell, 1976; MacCannell, 1973; Mannell & Iso-Ahola, 1987; Wang, 1999) the concept is not part of the model proposal based on the work of Pearce (2005) who summarized the research on authenticity and points that many researchers considers the search for authenticity relevant only to some tourists. This idea is followed by Quinlan Cutler and Carmichael (2010, p. 14) who asserted that "authenticity is understood as only being involved in the tourist experience if this is what is being sought from the experience".

For the destination measuring and understanding the tourism experience can be an important step towards enriching the destination value, mostly due to the fact that this meaning provide feedback regarding destination management and performance (Oh *et al*., 2007; Tung & Ritchie, 2011). Thus the destination should **measure and analyse the reactions, recognize the problems, if detected** and **improve the experience performance** (Fortezza & Pencarelli, 2011).

### 3.5.5. CONSTRAINTS

The tourism experience could bump in some constraints, who will change the quality delivered by the destinations, as well the perceived quality and overall satisfaction sensed by the tourist. These two actors have to recognize what can harm their plans and take measures to prevent any of that factors to intervene in any stage of the process.

In relation to the destination it was used the comparative advantages, both resources endowments as resource deployment and the global macro and micro environment, from the Ritchie & Crouch model of destination competitiveness and sustainability (figure 13). The possible constraints for the environmental side are: **macro and micro environment, physical, human, knowledge, capital and historical and cultural resources, infrastructures and tourism superstructure, size of the economy, audit and inventory, growth and development, maintenance, efficiency and effectiveness** (Ritchie & Crouch, 2003).

As regards to the tourist the literature widely accepts the leisure constraints model, originally proposed by Crawford and Godbey (1987) and further elaborated by Crawford, Jackson and Godbey (1991). The identified three dimensions of constraints: **intrapersonal, interpersonal and structural**. **Intrapersonal** constraints are individual psychological states and attributes that affect preference like lack of interests, depression, anxiety and skills to participate.

**Interpersonal** constraints occur because of unavailability of other people, which prevents an individual from participating in activities that require at least one partner or in which there is a strong preference for a co-participant. **Structural constraints** are the intervening factors between leisure preference and participation. Examples of this dimensions could be lack of time, money, opportunity or bad weather (Crawford & Godbey, 1987; Crawford *et al*., 1991; Gilbert & Hudson, 2000; Nyaupane & Andereck, 2008; Nyaupane, Morais, & Graefe, 2004; Pennington-Gray & Kerstetter, 2002)

Other authors recognize sociodemographic as a constraint too. Age, gender, ethnicity, income or marital status can also influence when choosing or enjoy the tourism experience (Kattiyapornpong & Miller, 2009; Waitt, 1997).

We proposed another constraint, the **physical constraint**. Impaired or disability people sometimes struggle to have the same experience as a person without special needs. This is a constraint present in the tourist side but the destination has to take account this constraint and adapt when it is possible, the destination to a market which reach to 15% of world population (Domínguez Vila, Darcy, & Alén González, 2015).

## 3.6. CONCLUSION

This chapter has offered the main ideas regarding the tourism experience. It started with an understanding how the concept was developed until nowadays, presenting different study approaches and adding a new one, the co-creation approach, with a little study regarding the tourism experience, pointing to future researches in this area.

The several definitions of this phenomena were also shown with different approaches, regarding the on-site experience but also the planning and recollection phases. The path in this area is to understand that planning and the post-experience phase are also part of cycle repeated with new trips been made using the memories collected as new information use in a new travel planning.

Understood how to define tourism experience, the next step was to comprehend how this conception was framed in the literature, bringing to the analysis the most relevant research regarding the study of tourism experience dimensions, phases and models. This analysis enabled the construction of a new tourism experience model, differentiating itself from other models by understand the tourism experience as a one-to-one encounter between the tourist and the destination and what it surrounds him. The model tries to bring to one framework the most important information regarding the concept and build a systemic model where every dimension interacts with each other.

# 4. MILLENNIALS AND TOURISM

## 4.1. INTRODUCTION

Millennials, or generation Y, is a name given to the generation born around the 1980 and the beginning of the new millennium. According to generational theory they share birth years, age location and significant life events. These life events develop similar attitudes, expectations and beliefs and consequently behaviours (Berkowitz & Schewe, 2011; Dries *et al.*, 2008; Kupperschmidt, 2000; Lancaster, 1997; Meriac, Woehr, & Banister, 2010; Schewe & Meredith, 2004; Westerman & Yamamura, 2007).

As tourists, millennials, a market recognized by World Tourism Organization (UNWTO) as less volatile than the tourism market as whole (UNWTO & WYSE Travel Confederation, 2016), they prioritize travel over undertake life stage landmarks like marriage, mortgage or having children, and dedicate a lot of time and energy assuring their trip became a landmark in their life (Future Foundation & Expedia, 2016; Richards & Wilson, 2003).

The main objective with this chapter is to **identify the millennial generation, their main characteristics, what they seek in tourism and what they expect from brands and businesses**. To answer this goal this section is divided in four subsections. Apart from introduction, identified as the first subsection (4.1), the second subsection (4.2) reflects on the general aspects of millennials, clarifying aspects like age location and main characteristics. For the third subsection (4.3) a question is made: what millennial seek in tourism? To retort this question, this part is divided in four major points to understand millennials and their travels: their trips are more than leisure (4.3.1), they look for authentic places and experiences (4.3.2), the demand of a mix of authenticity and *shareability* (4.3.3) and the seeking for verified authenticity through their peers (4.3.4). The fourth section (4.4) explains what this cohort expect from brands and businesses when they planning their travels. To finish this chapter, the last section (4.5) a conclusion is elaborated with the final thoughts about a generation that is changing the face of travel and bring new trends to the market.

## 4.2. GENERAL FACTS ABOUT MILLENNIALS

Characterizing the millennials is not an easy job, starting with the name given to this generation. Beside millennials, this cohort is also currently called Generation Y, due to this group be the next in line after Generation X. In the table 6 we can see the numerous names given to this group, some of them related to technology who born in the same time as millennials (Internet Generation, Nintendo Generation) or related with some characteristics (e.g. Hershatter and Epstein (2010) called them "generation whine" due to over-indulged and protected life given by their parents giving them the incapability of handling simple tasks without guidance or handholding).

**Table 6 - The names given to Millennials in the literature**

| | | | |
|---|---|---|---|
| Gen Y | Y Gen | Yers | NeXters |
| Generation Next | Baby Busters | Boomlets | Echo Boomers |
| Generation 2000 | Generation Y2K | Options Generation | Generation Goody Two Shoes |
| Net Generation | N-Gen | Internet Generation | Plug and Play Generation |
| Nintendo Generation | Digital Generation | D-Generation | Generation Dot Com |
| e-Gen | Cyber Generation | Connected Generation | Paradoxical Generation |
| Frugal Generation | Go-Nowhere Generation | Generation Why Bother | The Y |
| Me | Thumb | Entitlement Generation | Wary Generation |
| MySpace/Facebook Generation | @ Generation | Why Generation | Peter Pan Generation |
| $X^2$ Generation | Trophy Kids Generation | Problem Generation | Screenagers |
| Google Generation | Generation Whine | Non-Nuclear Family Generation | CyberKids |
| Do-or-Die Generation | Search-for-an-Identity Generation | Millennials | Options Generation |

Source: Based on Bond (2016), Kilber *et al.* (2014), Talbott (2012), Stein (2013) Buchholz and Buchholz (2012), Racolta-Paina and Luca (2010), Donnison (2007), O´Connel (2015), Popescul and Geogescu (2015), Hershatter and Epstein (2010), Friedman (2008), Martin (2005) and Tolbize (2008)

The next problem is their **location in time**. There is no **consensus in which date the first millennials were born** (see figure 15), creating a problem when measuring the size and characteristics of this generation (Dimova, 2015; Donnison, 2007). The first date proposed in literature is **1976** (Lester & Forman, 2005), but other dates were given by many authors, as seen in the figure 15. Outside this chart authors also consider **1978** (Barton *et al.*, 2012, 2014; Thomas *et al.*, 2000), **1982** (Gardner & Eng, 2005), **1984** (Nayyar, 2001), **1985** (Furlow, 2012) and **1986** (Sashittal, Hodis, & Sriramachandramurthy, 2015).

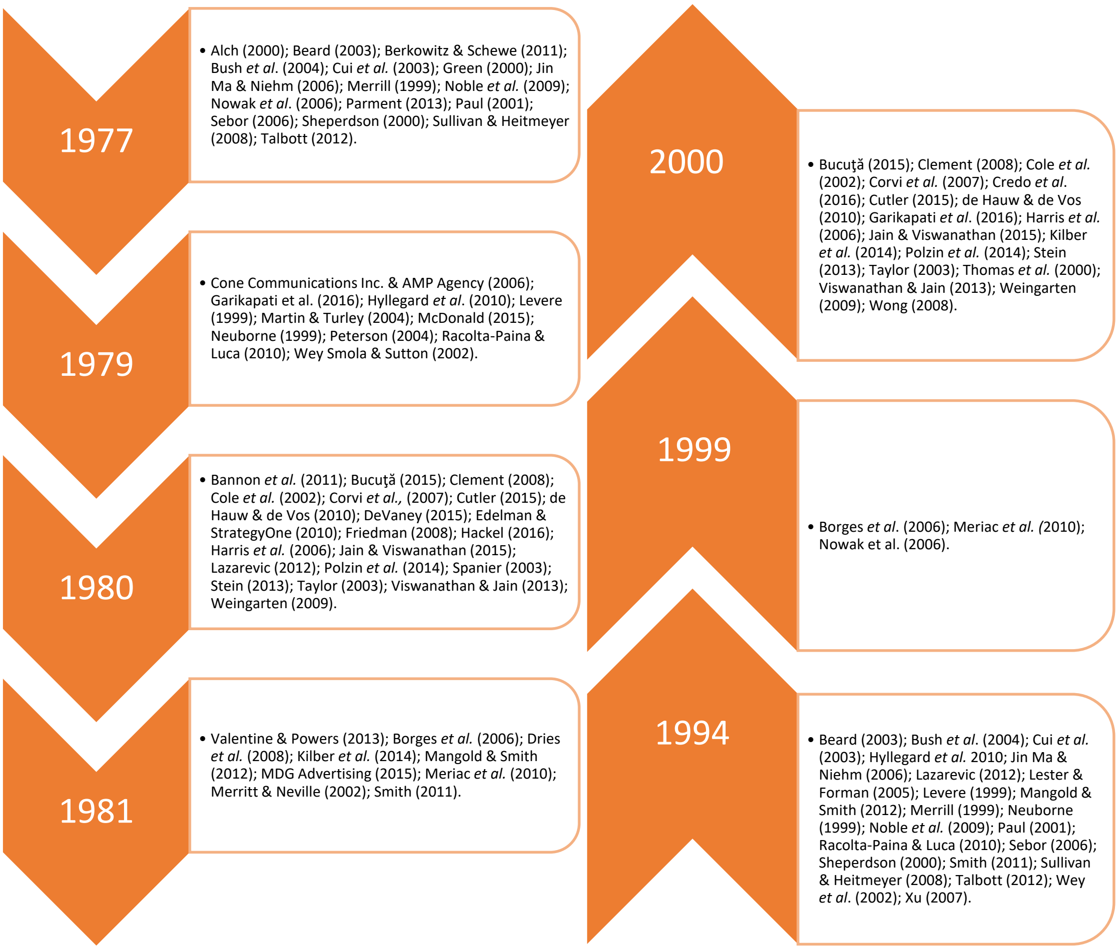



**Figure 15 - Age Location of Millennials**
Source: Self Elaboration

**The year where this generation end is also object of discussion** between the academics (see figure 15). The first date researchers gave is **1988** (Hackel, 2016) and outside the figure 15 there is also **1990** (McDonald, 2015; Parment, 2013), **1991** (Peterson, 2004), **1992** (Bannon, Ford, & Meltzer, 2011; Berkowitz & Schewe, 2011; DeVaney, 2015), **1993** (Bennett & Lachowetz, 2004), **1995** (B. Valentine & L. Powers, 2013; Edelman & StrategyOne, 2010; Furlow, 2012; Seago, 2016), **1996** (Barton et al., 2012, 2014; MDG Advertising, 2015), **1997** (Taylor & Cosenza, 2002), **1998** (Martin, 2005), **2001** (Cone Communications Inc. & AMP Agency, 2006; Dries *et al.*, 2008; Nayyar, 2001), **2002** (Dimova, 2015), **2003** (Merritt & Neville, 2002; Wilson & Gerber, 2008) and **2006** (Martin & Turley, 2004). **For this study and for an easy use of statistics, the interval chosen was between 1982 and 2001**.

According with the 2015 Revision of World Population Prospects by United Nation (UN), **millennials are approximately 2,4 billion people**, reaching closely to **32% of world´s population**, 60 % live in Asia, constituting approximately a quarter of Asia´s population. The Brookings Institute predicts **75 percent of the global workforce will be Millennials by 2025**. (McKinsey & Company, 2014; Seago, 2016; United Nations, 2015). **In Portugal millennials represent 22% of the 2015 country´s population** with 2,3 million people and almost **21% of the country´s workforce** (PORDATA, 2016).

When pointing the **main characteristics of this generation**, some authors defend there is not much difference between generation Y and the previous generation (Biro, 2014; Garikapati, Pendyala, Morris, Mokhtarian, & McDonald, 2016; Mui, 2015) and their high level of heterogenic behaviours difficult even more the task (Bucuţă, 2015), but the extensive literature mainly in **marketing** (Barton *et al.*, 2012, 2014; Bush *et al*., 2004; Cui *et al.*, 2003; Hyllegard *et al.*, 2010; Lazarevic, 2012; Lester & Forman, 2005; Martin & Turley, 2004; Noble *et al.*, 2009; Racolta-Paina & Luca, 2010; Thomas *et al*., 2000; Valentine & Powers, 2013; Wood, 2004) but in other areas like **education** (Valentine & Powers, 2013; Furlow, 2012; Lippincott, 2005; Merritt & Neville, 2002; Nimon, 2007; Prensky, 2005; Spanier, 2003; Taylor & Cosenza, 2002; Wilson & Gerber, 2008) and **management** (Bond, 2016; Cole *et al*., 2002; de Hauw & de Vos, 2010; Dries *et al.*, 2008; Friedman, 2008; Harris, Schooley, Devince, & Kruijsdjik, 2006; Hershatter & Epstein, 2010; Kilber *et al.*, 2014; Macky, Gardner, & Forsyth, 2008; Meriac *et al*., 2010; Shaw & Fairhurst, 2008; Twenge & Campbell, 2008; Wong, Gardiner, Lang, & Coulon, 2008) make possible to identify particular traits of millennial generation (table 7) establishing some differences between the other cohorts.

Table 7 - Millennial´s main characteristics found in the literature

| CHARACTERISTICS | EVIDENCE IN LITERATURE |
|---|---|
| **INSTANT FEEDBACK AND GRATIFICATION** | Seago (2016); Barton *et al.* (2012); Cone Communications Inc. and AMP Agency (2006): Corvi, Bigi and Ng (2007); Viswanathan and Jain (2013); Hershatter and Epstein (2010); Hyllegard *et al.* (2010); Shaw and Fairhurst (2008); Martin (2005) Nimon (2007); Sebor (2006). |
| **TEAM-ORIENTED / COLLABORATIVE** | Seago (2016); DeVaney (2015); Dimova (2015); Pendergast (2010); Keeling (2003); Pekala (2001); Cole *et al.* (2002); Lippincott (2005); Cone Communications Inc. and AMP Agency (2006); Valentine and Powers (2013); Corvi *et al.* (2007); Viswanathan and Jain (2013); Racolta-Paina and Luca (2010); Hershatter and Epstein (2010); Berkowitz and Schewe (2011); Wilson and Gerber (2008); Shaw and Fairhurst (2008); Martin (2005); Borges *et al.* (2006); Tolbize (2008); Friedman (2008); Wong *et al.* (2008); Sullivan and Heitmeyer (2008); Clement (2008); Raines (2002); Zemke *et al.* (1999). |
| **LIFE-WORK BALANCE** | Seago (2016); DeVaney (2015); Pekala (2001); Cone Communications Inc. and AMP Agency (2006); Corvi *et al.* (2007); de Hauw and de Vos (2010); Hershatter and Epstein (2010); Nowak *et al.* (2006); Shaw and Fairhurst (2008); Tolbize (2008); Cennamo and Gardner (2011); Friedman (2008); Bannon *et al.* (2011). |
| **CONFIDENT / SELF-ASSURED / HIGH SELF-ESTEEM** | Taylor (2003); Raines (2002); Hackel (2016); Dimova (2015); Pendergast (2010); Howe and Strauss (2000); Keeling (2003); Taylor (2003); Barton *et al.* (2012); Corvi *et al.* (2007); Bucuţă (2015); Berkowitz and Schewe (2011); Wilson and Gerber (2008); Dries *et al.* (2008); Weingarten (2009); Shaw and Fairhurst (2008); Tolbize (2008); Friedman (2008); Nimon (2007); Talbott (2012); Twenge and Campbell (2008); Stein (2013); Habley (1995); Levere (1999); Zemke et al. (1999). |
| **HOPEFUL / OPTIMISTIC OUTLOOK ON LIFE** | DeVaney (2015); Nimon (2007); Gardner and Eng (2005); Pekala (2001); Barton *et al.* (2012); Barton *et al.* (2014); Cone Communications Inc. and AMP Agency (2006); Taylor et al. (2014); Lazarevic (2012); Corvi *et al.* (2007); Cole *et al.* (2002); Racolta-Paina and Luca (2010); Pokrywczynski and Wolburg (2001); Nowak et al. (2006); Wilson and Gerber (2008); Dries *et al.* (2008); Borges *et al.* (2006); Tolbize (2008); Beard (2003); Friedman (2008); Wong et al. (2008); Stein (2013); Berkowitz and Schewe (2011); Habley (1995); Levere (1999); Zemke et al. (1999); Taylor (2003); Raines (2002). |
| **AMBITIOUS / RISK TAKER / GOAL ACHIEVING / SUCCESS ORIENTED** | Zemke et al. (1999); Raines (2002); Pendergast (2010); Gardner and Eng (2005); Cone Communications Inc. and AMP Agency (2006); Wilson and Gerber (2008); Gelbart (2012); Friedman (2008); Kleiber *et al.* (1986); Barton *et al.* (2012); Barton *et al.* (2014); Merritt and Neville (2002); Borges *et al.* (2006); Hershatter and Epstein (2010); Dimova (2015); Keeling (2003); Corvi *et al.* (2007); Taylor (2003); Cole *et al.* (2002); Hackel (2016); Popescul and Geogescu (2015); Viswanathan and Jain (2013); Shaw and Fairhurst (2008). |
| **SHELTERED FEEL SPECIAL** | Raines (2002); Pendergast (2010); Dimova (2015); Keeling (2003); Bucuţă (2015); Sebor (2006); Wilson and Gerber (2008); Nimon (2007); Howe and Strauss (2000; 1997) |
| **FREE SPIRIT / CIVIC-MINDED / OPEN MINDED / INCLUSIVE AND TOLERANT** | Raines (2002); DeVaney (2015); Keeling (2003); Pekala (2001); Cole *et al.* (2002); Barton *et al.* (2014); Cone Communications Inc. and AMP Agency (2006); Valentine and Powers (2013); Corvi *et al.* (2007); Cole *et al.* (2002); Dries *et al.* (2008); Bannon *et al.* (2011); Furlow (2012); Green (2000); Bucuţă (2015); Borges *et al.* (2006); Berkowitz and Schewe (2011); Barton *et al.* (2012); Racolta-Paina and Luca (2010). |
| **PRESSURED CLOSE PARENTAL INVOLVEMENT** | DeVaney (2015); Merritt and Neville (2002); Corvi *et al.* (2007); Kilber et al. (2014); Bucuţă (2015); Hyllegard *et al.* (2010); Wilson and Gerber (2008); Shaw and Fairhurst (2008); Borges *et al.* (2006); Tolbize (2008); Nimon (2007); Cone Communications Inc. and AMP Agency (2006); Dimova (2015); Pendergast (2010); Howe and Strauss (2000; 1997). |
| **MULTITASKER** | DeVaney (2015); Pendergast (2010); Lippincott (2005); Barton *et al.* (2014); Corvi *et al.* (2007); Racolta-Paina and Luca (2010); Kilber et al. (2014); Harris *et al.* (2006); Friedman (2008); Bannon *et al.* (2011); Gelbart (2012); Parment (2013); Zaslow (2005). |

| CHARACTERISTICS | EVIDENCE IN LITERATURE |
|---|---|
| **ENTITLED / REBELLIOUS** | DeVaney (2015); Pekala (2001); Cone Communications Inc. and AMP Agency (2006); Kilber et al. (2014); Gelbart (2012); Talbott (2012); Stein (2013); Barton *et al.* (2014); Neuborne (1999). |
| **NARCISSIST** | Credo *et al.*(2016); Twenge and Campbell (2008); Stein (2013); Kilber et al. (2014). |
| **IMPATIENT** | DeVaney (2015); Weingarten (2009); Jain and Viswanathan (2015). |
| **ENTREPRENEURIAL MINDSET** | Hackel (2016); Shaw and Fairhurst (2008); Martin (2005); Tolbize (2008). |
| **CONVENTIONAL** | Howe and Strauss (2000; 1997); Dimova (2015); Wilson and Gerber (2008); Pendergast (2010). |
| **INDEPENDENT / AUTONOMOUS / WANTS TO SHOW HIS INDIVIDUALITY** | Kilber et al. (2014); Cone Communications Inc. and AMP Agency (2006); Shaw and Fairhurst (2008); Martin (2005); Tolbize (2008); Parment (2013); Barton *et al.* (2014); Bush et al. (2004); Sebor (2006); Talbott (2012); Valentine and Powers (2013); Popescul and Geogescu (2015); Sullivan and Heitmeyer (2008); Hyllegard *et al.* (2010); Cennamo and Gardner (2011); Green (2000). |
| **WORK FOR A CAUSE / SOCIALLY CONSCIOUS/ WANTS TO MAKE AN IMPACT IN THE WORLD** | Cone Communications Inc. and AMP Agency (2006); DeVaney (2015); Martin (2005); Wilson and Gerber (2008); Sullivan and Heitmeyer (2008); Bannon *et al.* (2011); Hyllegard *et al.* (2010); Barton *et al.* (2012); Nowak *et al.* (2006); Lazarevic (2012); Furlow (2012); Paul (2011); Guay (2015); Cui *et al.* (2003). |
| **LAZY** | Barton *et al.* (2012); Barton *et al.* (2014); Stein (2013); Gelbart (2012). |
| **INNOVATIVE** | Harris et al. (2006); Barton *et al.* (2014). |
| **FRIENDLY** | Cone Communications Inc. and AMP Agency (2006); Barton *et al.* (2014). |
| **TRUSTFUL / RESPONSIBLE** | Cone Communications Inc. and AMP Agency (2006); Martin (2005); Wong *et al.* (2008); Stein (2013); Valentine and Powers (2013); Furlow (2012). |
| **CREATIVE / HIGHLY EDUCATED** | Lazarevic (2012); Martin (2005); Barton *et al.* (2014); Cone Communications Inc. and AMP Agency (2006); Pendergast (2010); Pokrywczynski and Wolburg (2001); Weingarten (2009); Hyllegard *et al.* (2010); Bannon *et al.* (2011); Richards and Wilson (2003); Bucuţă (2015); Racolta-Paina and Luca (2010). |
| **ENTHUSIASTIC** | Corvi *et al.* (2007); Jain andViswanathan (2015). |
| **MORAL/INTEGRITY ORIENTED** | Corvi *et al.* (2007); Paul (2011); Dries *et al.* (2008). |
| **PRAGMATIC** | Stein (2013); Racolta-Paina and Luca (2010); Neuborne (1999). |
| **DEMANDING** | Weingarten (2009); Tolbize (2008); Wong *et al.* (2008). |
| **IDEALISTIC** | Beard (2003); Lazarevic (2012); Stein (2013); Wilson and Gerber (2008); Sullivan and Heitmeyer (2008). |

Source: Self Elaboration

The millennials are a complicated generation to characterize. Starting with the several names given to this group and the lack of consensus in pinpoint a start and end date to this cohort, millennials present a challenging field of study. Nevertheless, the literature reviewed shows some consistent traits that tourism industry and businesses can take advantage like their collaborative spirit, high self-esteem, ambition and optimistic outlook in life.

This cohort is considered a very lucrative market due to their spending power as a result of an indulgent parents, a part time job taken during their studies, the ability to be an early adopter, trendsetter and a lifetime customer, influencing family and friends´ purchases. Their future college degree also predicts a high standard living, giving the market a group of people with disposable income but hard to please (Bush *et al.*, 2004; Cone Communications Inc. &

AMP Agency, 2006; Cui *et al.*, 2003; Keating, 2000; Lippe, 2001; Martin & Turley, 2004; Neuborne, 1999; Noble *et al.*, 2009; Nowak *et al.*, 2006; Peterson, 2004; Pokrywczynski & Wolburg, 2001; Sebor, 2006; Sullivan & Heitmeyer, 2008; Viswanathan & Jain, 2013).

## 4.3. WHAT THEY SEEK IN TOURISM?

**Millennials consider travel as a right rather than a luxury** (MDG Advertising, 2015), hoping in the future embrace in their dream holiday (Future Foundation & Expedia, 2016). These "natural travellers" have a desire to travel as much as possible and to visit every continent (Barton *et al.*, 2013), being **resilient, ignoring economic climates and political situations and with the only goal of see the world**, they book fewer but longer trips seeking out for good deals seeing sometimes booking as a game (Barton *et al.*, 2013; UNWTO & WYSE Travel Confederation, 2016).

This generation accounts for approximately **23% of all international travellers in 2015** and spent in their travels **USD 286 million in 2014** with forecasts pointing to a **total spent of USD 400 billion in 2020 made by almost 370 millennial travellers** (UNWTO & WYSE Travel Confederation, 2016). In another forecast made for Asian millennials, they are expected to increase their spent in international travel to USD 340 million by 2020, already accounting for almost 35% of Asia total spend in international travel (McKinsey & Company, 2014).

This market is even more important when you look to their **"lifetime value"**. Given that most of these travellers are beginning or are not even in the middle of their travel career, **they often return to the places they visit earlier due to their satisfaction and thirst for more travel** (Richards & Wilson, 2003; UNWTO & WYSE Travel Confederation, 2016).

The UNTWO and WYSE Travel Confederation (WYSE) characterized as "**money poor, but time rich**". A research made by these two institutions showed that millennials spent an average total of EUR 1591 in their main trip, in 2014, when compared with an average of EUR 970 of an international tourist in 2013 (UNWTO & WYSE Travel Confederation, 2016). The reason for their spending up two thirds more on average is because they took longer trips, with the average length reaching closer to two months (Canadian Tourism Commission, 2015; MDG Advertising, 2015). Related to an overall view, a study from Phocuswright, found that millennials spent annually an average USD 3217 per year compared with an average of USD

3381 for older peers. This group do not have afraid of spend their money, even it is not a lot, but they select the right purchases and follow their own hierarchy of needs (Kressmann, 2016). Another fact that can explain the millennial´s spending power is their **close parents involvement** “protecting” their kids with some financial security (UNWTO & WYSE Travel Confederation, 2016).

Some of this travellers are already experienced. A research made by International Student Travel Confederation (ISTC) and Association of Leisure and Tourism Education (ATLAS), in 2003, to 2 300 young people and student discovered that they already travel an average of six trips outside their home and visit at least two different countries (Richards & Wilson, 2003).

When he comes to plan a trip, **control and autonomy** are keys to this cohort, who want to be able to do what they want, when they want, preferring independent travel arrangements on their leisure trips in favour of packages tours (McKinsey & Company, 2014). But the autonomy of millennials don´t mean they like to their trips alone. They like to **travel for leisure in organized groups, with their families, or with their friends**, showing these social nature, present in other activities like shopping and dining (Barton *et al*., 2012, 2013; Future Foundation & Expedia, 2016).

Although millennials being known for their snap decisions, they **plan their trips with some time** looking for the best deals, calling themselves “**travel hackers**”, meaning they know how to find the best way to a cheap travel. An ADARA survey to US millennials found that they start looking for flights 13 days before booking and hotels 9 days (ADARA, 2016) and Topdeck found in their research that half of millennials book their trips 6 to 12 months ahead (Topdeck Travel, 2015).

Millennials are **not a cohesive group**. Within the cohort, there are significant differences in why they are choosing a specific destination: spend time with a partner, reduce stress or find more excitement in life (Future Foundation & Expedia, 2016). Visiting family and friends, outdoor adventures, shopping and special events like food and wine festival or weddings are key reasons to leisure travel (Barton et al., 2013; Hipmunk, 2016; Richards & Wilson, 2003).

The favourite destinations for this generation are Europe, North America and Australia/New Zeeland. The most challenging travellers choose destinations like South America and in Asia

Thailand is the favourite country followed by Vietnam, Malaysia, Cambodia and Indonesia (Hipmunk, 2016; Topdeck Travel, 2015; Wilson & Gerber, 2008).

### 4.3.1. IT IS MORE THAN LEISURE

For Millennials travel **is not all about leisure anymore**. They search for **work and study abroad, or choose a destination where they can volunteer or learn a new language**. Stimulated by the economic meltdown in their home countries or the high unemployment rates many millennials consider gain some work experience abroad or just take a gap year and come back when the economy get on track again (UNWTO & WYSE Travel Confederation, 2016).

A survey conducted by WYSE to 34 000 young people in 137 countries found out that almost half (46%) of millennials travel on holidays while an approximately number of this cohort (38%) travel for educational purposes (e.g. study, language learning). Work experience purposes (15%) and volunteer projects (5%) (IPK International, 2013).

These **active and purposeful forms of travel** have positive impacts in the destination as well the travellers themselves, **seeking for personal development**, as they see **travel as an extension of their education**, giving them a better understanding and appreciation of other cultures, using this time to learn a new language or gain experience and skills that might help in the future landing a job (MDG Advertising, 2015; Richards & Wilson, 2003; UNWTO & WYSE Travel Confederation, 2016).

*Erasmus* + program, managed by the European Commission, is a good example of an active form of travel, as the student travel to different country to study abroad during a specific period of time. A study conducted by the Erasmus Student Network (ESN) regarding the **Erasmus students´** travel habits concluded that this cohort **travelled an average of 3,2 countries during their period abroad** and **25% of them visited more than 10 cities**, having stayed normally in paid accommodations (68%). In their period abroad they also **received an average of 4,1 visits during their exchange** and almost of these visits (40%) stayed in payed accommodations for an average of four days (Erasmus Student Network, 2015).

Student travel is being recognized as an **important economic driver**. Australian overseas student industry contributed, in 2014, with AUD 17 billion in export income to the Australian economy (ICEF Monitor, 2014). In United Kingdom, the international students are estimated to generate around GBP 17,5 million for the UK economy and, at the same time, support almost 22 000 full time equivalent jobs outside higher education (HM Government, 2013). In the United States, more than 970 000 students contributed with USD 30,5 billion and support more than 370 000 jobs in the economy, during the 2014-2015 academic year (NAFSA, 2016).

Besides leisure and education, **business travel also has a great impact in millennials**, with forecasts predicting more spending for this type of trip over the next five to ten years, taking an average of five work trips annually (MDG Advertising, 2015) On a survey conducted by Hipmunk 38% of millennials said that they travel for business and 80% are going to travel more for work in 2016 than in 2015. In the same study 74% have stayed at a vacation rental, taking advantage of sharing economy services like AirBnB and 81% will probably **add extra time to a business trip, transforming on a mixture, who they call a *bleisure* travel** (Hipmunk, 2016).

When travelling, millennials **demand some amenities** like charging stations, ATMs, food and retail stores in airports and, across all steps of the travel, internet connection. Millennials don´t see **Wi-Fi as an amenity, but a requirement**. An Hipmunk study showed that 1 in 10 say Wi-Fi trouble can be the worst nightmare, topping extreme turbulence, lost luggage or an emergency landing (ADARA, 2016; Hipmunk, 2016; Lee, 2013; McKinsey & Company, 2014). Millennials also want free public Wi-Fi and public charging stations spread in their community (Zipcar, 2015). Another change that Millennials bring to the business travel is the importance of a hotel lobby. As a place for socialization, millennials, who value group work and feedback, like to use this space for their work tasks and objectives while in business travel or as a freelancer (Lee, 2013).

### 4.3.2. THE SEARCH FOR THE "LOCAL" AND AUTHENTIC EXPERIENCE

One of the most important motivations for this cohort when he comes to travel **is interact with local people and experience everyday life in another country**. They search for places "off the beaten track", backpacking trough some remote location, rural areas, local niches within city neighbour's areas not frequented by traditional tourists and experience the local food (ADARA, 2016; Canadian Tourism Commission, 2015; Dimova, 2015; MDG Advertising, 2015; Richards & Wilson, 2003; Topdeck Travel, 2015; UNWTO & WYSE Travel Confederation, 2016). When it comes to try local food, a survey from Topdeck Travel ranked "eating local" as very important for 98% of 31 000 millennials respondents and 37% avoid junk food when travelling (Topdeck Travel, 2015).

This search for **new and unique experiences** bring tourists more **close to local communities** and in the same time have a **direct economic, social and cultural impact for the destination, reduce economic leakages and drives more expenditure towards local businesses** (Rodrigues & Prideaux, 2011; UNWTO & WYSE Travel Confederation, 2016). A research from UNWTO and WYSE indicates that around 60% of millennials travel budget are spent in the destination (UNWTO & WYSE Travel Confederation, 2016). In the case of Australian backpackers this number rises to 68% (Tourism Australia, 2011).

They want to stop being labelled as classic tourists, opting for other names as travellers, explorers or backpackers (Hipmunk, 2016; Richards & Wilson, 2003). For this cohort **experience is everything.** They search for **unique, immersive and memorable experiences, authentic travels where you can find those hidden gems and "live like a local".** They view this search as a **way to bond with friends and learning about new cultures where the authenticity of this activities will give the value** that millennials seek in their trips (Future Foundation & Expedia, 2016; Lee, 2013; MDG Advertising, 2015).

A survey from 2014 conducted by Eventbrite, exposed how **millennials prioritized travel and experiences.** The research made on the United States (US) total consumer spent on experiential purchases like performing arts, sporting events and music concerts (figure 16) showed a significantly uprising between 1990 and 2010, reaching around 0,05% in 2010. The company points that these numbers may seem small, but millennials are estimated to "dominate" nearly UDS 1 000 billion in total spending power (Eventbrite, 2014).

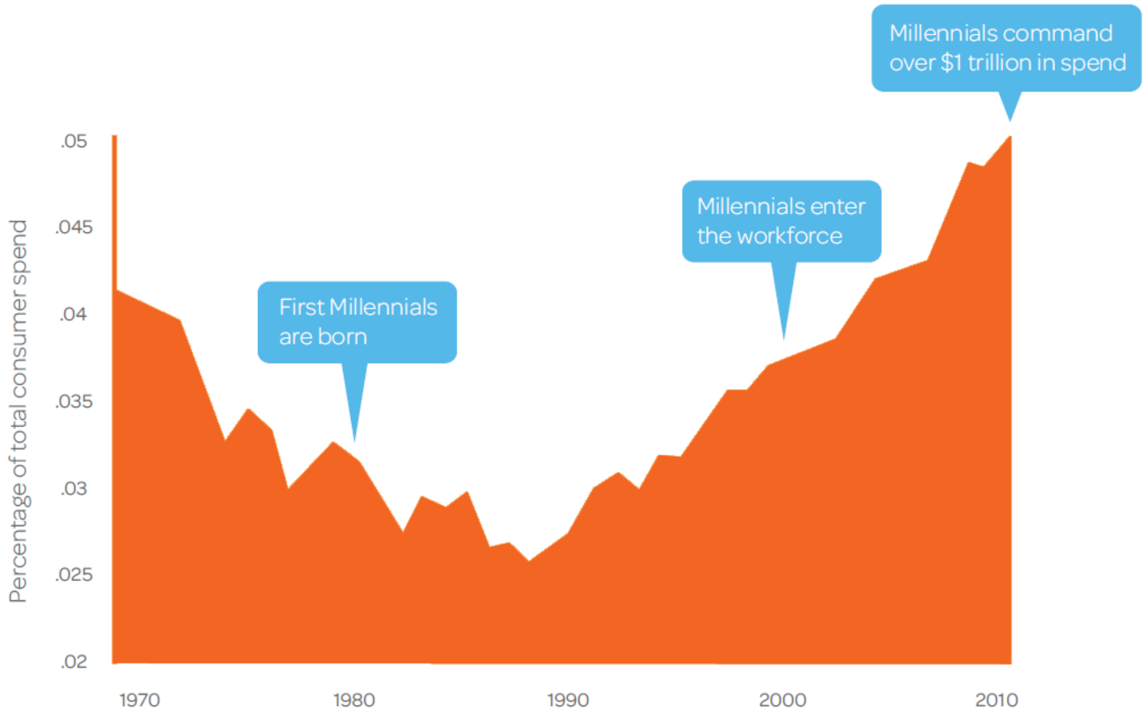



**Figure 16 - US Consumer spent on experiential purchases**
Source: Based on Eventbrite (2014)

As adopters of authentic experiences, they like to use **sharing economy services** like vacation rentals (e.g. Airbnb) or on-demand services (e.g. Uber) (Garikapati *et al.*, 2016; Guay, 2015; Lutz, 2014; O´Connel, 2015; Polzin, Chu, & Godfrey, 2014) . This impression is supported by a series of surveys conducted by private companies (ADARA, 2016; Allianz Global Assistance, 2015; Hipmunk, 2016). However, this is not a consensual idea. A study made by Skift about millennials´ travel habits (figure 17) shows that Airbnb was the last choice when deciding a type of accommodation on their last leisure trip (Kressmann, 2016)

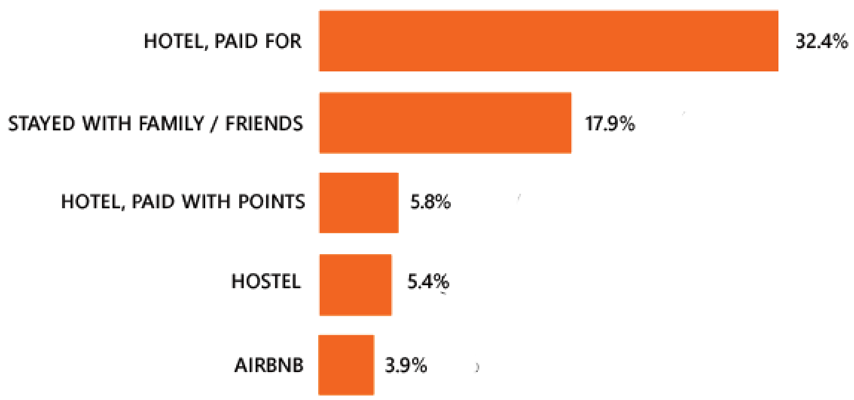



**Figure 17 - During last personal leisure trip, in which of the following accommodations did you stay?**
Source: (Kressmann, 2016)

### 4.3.3. HAS TO BE AUTHENTIC AND SHAREABLE

Beside the search for authenticity, **millennials demand *shareability*** as well. For a place to be truly remarkable has to be **recognized by the millennial´s network** on social media platforms (Future Foundation & Expedia, 2016). This need to share the current location, the activities or their opinions with others as part of their need for **social validation and integration**. They need to **"validate" the fun with the peer´s approval** in the form of a "like" or a comment, as shown by a question made by Future Foundation and Expedia to millennials (figure 18) (Barton *et al.*, 2012; Future Foundation & Expedia, 2016; Kressmann, 2016; Lee, 2013; Popescul & Georgescu, 2015; Stein, 2013).

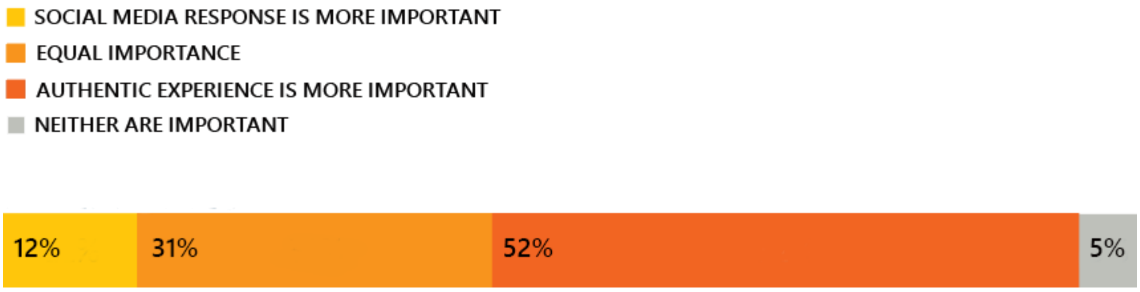



**Figure 18 - How strongly do you agree or disagree with the following statements? When I go on holiday, the most important thing for me is to experience the authentic culture of the place/It´s important to me that people comment on the holiday photos I post on social media.**
Source: Future Foundation and Expedia (2016)

The same study showed that 42% of millennials prefer social media than physical albums as a way to record photos and 2 in 5 millennials use social media to record the most important moments in their life, exposing how **travel has a role in social status and lifestyle** (Future Foundation & Expedia, 2016; McKinsey & Company, 2014).

The **social image that they build in social media** platforms is extremely important to them, constantly seeking approval and praise by their peers (Crumpacker & Crumpacker, 2007; Shaw & Fairhurst, 2008; Twenge, Konrath, Foster, Campbell, & Bushman, 2008) shaping a personality who they wish would be more like real life (figure 19) (Future Foundation & Expedia, 2016).


**Figure 19 - I wish I could be more like the person I describe myself as on social media**
Source: Future Foundation and Expedia (2016)

The authors also found that a quarter of millennials believe socialising over instant messaging platforms is equally valuable to their entertainment as socialising face-to-face, with a further quarter consider instant messaging more valuable, showing again how important is millennial´s social image (Future Foundation & Expedia, 2016).

As social creatures they like to be always online across all platforms with the fear of missing out (FOMO) something important or a friend is having more fun. This desire to be connected 24/7 makes them with fear of being offline (FOBO) (Barton *et al.*, 2012; Lee, 2013; Stein, 2013).

Millennials travellers **seek inspiration** in platforms like Facebook, Instagram and YouTube, looking **for content that help share their dreams, imagination and personal goals**. They search for **something unique, an individualistic aspect and a "cool factor".** Hipmunk research say that 44% of millennials seek inspiration in YouTube and 28% on Instagram (Hipmunk, 2016; Kressmann, 2016). **This user-generated content as a form of storytelling** helps in the decision-making, and even more important, helps **build their own sense of identity and transmit to their friends** (Kressmann, 2016; Lee, 2013).

#### 4.3.4. PEER REVIEW

**The authenticity** that millennials pursue **has to be verified**. The millennials seek for **experiences with some precedents to testify both safety and success**, trusting in the friends´ opinion or a peer review (Barton *et al.*, 2012, 2014; Edelman & StrategyOne, 2010; Future Foundation & Expedia, 2016; Jain & Viswanathan, 2015; Lee, 2013; Viswanathan & Jain, 2013).

This cohort checks a average of 3,7 different sources when booking their holidays, according with Future Foundation and Expedia (Future Foundation & Expedia, 2016), while the companies Edelman and Strategy One conducted a study where they concluded that millennials look for information about a product on average 7,4 times per month (Edelman & StrategyOne, 2010).

Millennials seek authentic and word-of-mouth information through their networks, family and friends via social media, crowdsourced review sites and bloggers (ADARA, 2016; Barton *et al.*, 2013; Lee, 2013; McKinsey & Company, 2014; MDG Advertising, 2015; Richards & Wilson, 2003).

Some of this information come from "influencers" in a form of an endorsement on a product or brand. This validation can be made by celebrities, athletes or bloggers who have the ability to make a product or brand notice and create an immediate identity or persona (Barton *et al.*, 2014; Bucuţă, 2015; Bush *et al.*, 2004; Kressmann, 2016; McCormick, 2016; Merrill, 1999; Stevens, Lathrop, & Bradish, 2003).

This emphasis in human connection has an impact in the resurgence of travel agent among millennials who trust in their expertise and insider knowledge when choosing and booking a trip (Kressmann, 2016; Richards & Wilson, 2003). The study from Future Foundation and Expedia asked millennials which sources they consulted during the planning stage of their most recent holiday (figure 20). Among the options provided by the survey, the industry experts (travel agents, travel providers and expert opinion websites) were the most checked source, in front of other consumers´ opinion and close contacts. Note than the inquired could choose more than one source (Future Foundation & Expedia, 2016).

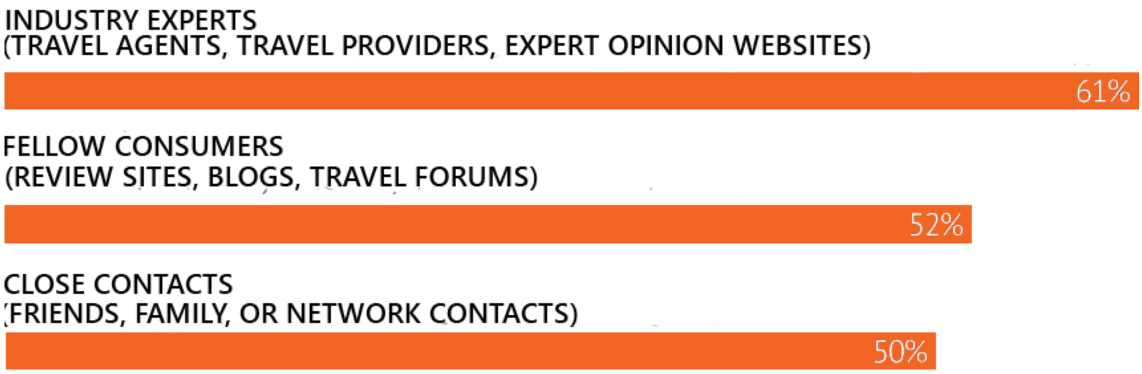



**Figure 20 - % Who consulted each type of source during the planning stage of their most recent holiday**
Source: Future Foundation and Expedia (2016)

When making their reviews, they put more effort on a negative review, showing their frustration with the experience and amplify in social media (Barton *et al.*, 2013, 2014; MDG Advertising, 2015). The response and reaction by businesses and brands with a follow-up assessment and a quick and effective response can flip a harmful experience and reviewers can change their original perspective (Lee, 2013).

## 4.4. WHAT THEY EXPECT FROM BRANDS AND BUSINESSES?

Many millennials are starting now engaging with brands, forming perceptions and developing travel habits and preferences. They are more likely to engage with brands they have a previous history but this cohort can be very loyal to other brand if they fulfil their needs, inspire them and build a relationship based on trust from each other (Barton *et al.*, 2013, 2014; Kressmann, 2016; MDG Advertising, 2015; UNWTO & WYSE Travel Confederation, 2016).

They project status and values through their purchases and their affiliation with a brand become an extension of themselves and who they want to be (Barton et al., 2014; Lazarevic, 2012; Nowak et al., 2006). Millennials connect to a brand value through emotions and businesses which can exemplify the individual´s personal image (Barton *et al.*, 2014; Gehrt & Shim, 1998; Noble *et al.*, 2009; Parment, 2013; Solka, Jackson, & Lee, 2011).

Millennials want to feel special, expecting personalisation from brands. As a generation more liberal and less cautious sharing personal information, they are willing to exchange it for relevant communication, right incentives and personalised recommendations based on their budget or personality (Bannon *et al.*, 2011; Barton *et al.*, 2013; Future Foundation & Expedia, 2016; MDG Advertising, 2015).

According to Future Foundation and Expedia, 1 in 4 Millennials are unwilling to give up personal data to an online travel agent for any reason. A further 16% would only give up data in exchange for monetary reward – such as personalised discounts or offers – leaving a remaining 57% who are willing to share data in exchange for more diffusive forms of personalisation. These include suggestions and recommendations, travel tips and advice, and generalised future services (Future Foundation & Expedia, 2016).

These rewards are important to millennials when it comes to be loyal to a brand. Millennials prefer earn free or discounted travels than improve travel experience with upgrades such miles or elite status but at the same time they want that brands go beyond that (Barton *et al.*, 2013; Kressmann, 2016). A report lead by Deloitte about guest loyalty showed that 66% of high-frequency millennial travellers declared "unique rewards" as an important factor when choosing a loyalty program (S. Jennings, Giorgio, Murali, & Goggin, 2014). Easy-to-earn rewards are also important when It comes to hotel loyalty programs. A study from Software

Advice, an IT research and advisory firm (figure 21), asked millennials what are the reasons for joining a hotel loyalty program. Easy-to-earn rewards came in second with 41%, just after brand loyalty with 46%. Note that the inquired could selected more than one option (Short, 2015).

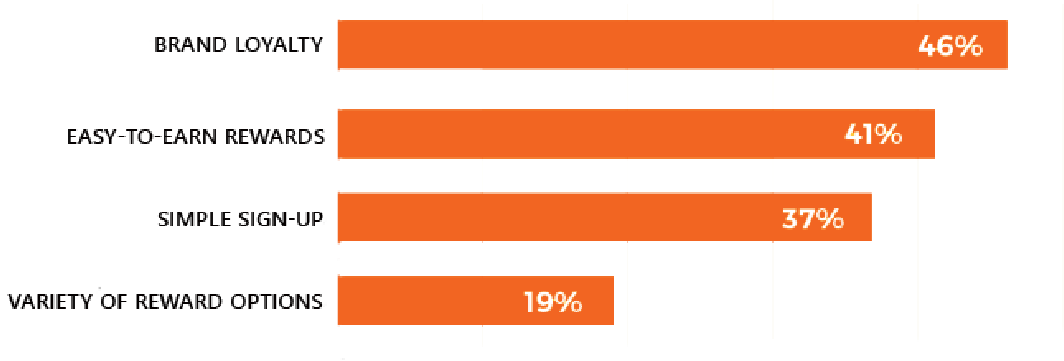



**Figure 21 - Reasons for joining hotel loyalty program**
Source: Short (2015), adapted from Kressman (2016)

Millennials demand instant gratification, a 24/7 service with information in real-time that resolve the requests and problems of millennials in a distance of a button (Barton *et al.*, 2012; Future Foundation & Expedia, 2016). Their booking window is shorter than other generations with decision being made in real time, thus brands should offer information updated and accurate (Lee, 2013). Their resolute faith in technology leads to a demand for convenience to help taking control of their trips (Barton *et al.*, 2012; Future Foundation & Expedia, 2016). Convenience can be found on this real time and accurate information but also in mechanisms to execute simple tasks such as accelerate the booking process, make quick modifications, divide costs, and, most important, all the information be accessible easily across platforms (Future Foundation & Expedia, 2016; MDG Advertising, 2015).

Millennials don´t distinguish between digital channels, 43% of this cohort managed their personal life on a smartphone at least once a day (Future Foundation & Expedia, 2016), 75% uses mobile devices to access the internet and almost 18% of those are mobile-only (MDG Advertising, 2015). A zipcar research asked millennials which would be the hardest item to give up between a car, a mobile phone, a computer/tablet and a TV. The mobile phone with 41% took was the most precious item (Zipcar, 2015). These channels are so intertwined that a new concept was created based on this relationship. Commonly known as *mocal*, this concept considers all the digital channels as one (MDG Advertising, 2015).

There are some authors who claim that millennials are not brand loyal and difficult to secure (Morton, 2002; Nimon, 2007; Viswanathan & Jain, 2013) but the majority of academics believe that in the end, if a brand or business gain the loyalty from a millennial consumer, there are big chances of this group became a brand ambassador, taking action on behalf of them and promoting their products on their social groups (Barton *et al*., 2013, 2014; Edelman & StrategyOne, 2010; Lazarevic, 2012; Noble *et al.*, 2009; Nowak *et al.*, 2006; UNWTO & WYSE Travel Confederation, 2016; Wood, 2004).

## 4.5. CONCLUSION

Characterize the millennial generation can be a difficult task. They are a big and heterogeneous group, sometimes with contradictory habits, nevertheless, it is possible to identify some characteristics related to their purpose and behaviour in tourism.

Leisure is not the only main reason to travel. Fly to another destination to run away from the stress and find some peaceful place to relax is being replaced for some millennials by a meaningful purposes such as studied abroad and absorb the knowledge from another cultures and learn another language or do some volunteering travel while deciding what to do with their future. Also business travel is increasing inside millennial generation, with travellers mixing a business travel with leisure adding more days to their travels.

But even on leisure the millennial travellers demand more than relaxation. This cohort requests a high level of authenticity on their experiences. The feeling of live like a local and experience an everyday life in another country is one of the most wanted wishes by this generation who looks for experiences outside the mass tourism circuit, with some help from sharing economy services, bringing them more close to locals.

For some millennials, these authenticity experiences are only fully accomplished when they share their story on the internet. The validation from their peers is extremely important, building a "better version" of themselves through their shared content on social media.

This peer review is also important in the moment of searching for the next experience. The opinion of friends, family, and industry experts as travel agents, can be determinant to the decision process.

With a new generation coming to the market, with new habits and preferences, millennials demand from brands and businesses a customization of their products according to their characteristics, using the personal information given by them almost freely. If professionals can execute successfully this shift, they will transform a new client into a lifetime customer and a brand ambassador, advocating the products to their peers. In addition to this personalization, a 24/7 customer service, with information updated in real time and an easy way to access it is a requirement from this group. With the smartphone being used even more as an extension of their lives, an easy and quick access way to information across all digital platforms is a crucial factor for millennials.

# 5. OBJECTIVES AND METHODOLOGY

## 5.1. INTRODUCTION

The present chapter explains all the process regarding the research methodology choices on this dissertation. The objective is to **give an understanding on the research´s main and specific objectives and justify all the methodological options**. The first section on this chapter identifies all the research process stages used on the research (5.2.), dividing the next subsections into the stages identified. The subsequent stages are divided in three big groups: theme selection, research question and objectives selected (5.2.1.), theoretical model definition (5.2.2.) and research model definition (5.2.3.).

In the first subsection (5.2.1.) is identified the research question (5.2.1.1.) followed by a clarification on the main objective for the research (5.2.1.2.) and the specific objectives in each chapter (5.2.1.3.).

The second subsection (5.2.2.) starts with the presentation on how the state of the art was handled and with the identification, by chapter, of the main authors (5.2.2.1.), ending with the theoretical model who connects all the literature analysed (5.2.2.2.).

The third subsection (5.2.3.) involves the elucidation on the research model construction and the research´s hypothesis, follow by an understanding on the methodological technique used in this research: the interview (5.2.3.1.) and finished with a description on how the data was collected, processed and analysed (5.2.3.2.) clarifying how the entities interviewed were chosen and how the interview scrip was build.

## 5.2. RESEARCH PROCESS STAGES

The research model construction is the first and central point for an investigation. This procedure is what connects the state of the art collected and analysed with the empirical research. For a better understanding on the process, a view from some scholars about this practise is presented in the following paragraphs.

Quivy and Campenhoudt (1998, pp. 26–28) divided the methodological process in seven steps: start question, exploration (in this process is included the readings and the exploratory interviews), problematic, theoretical model construction, observation, information analysis and conclusions. Alongside this stages, the authors identify three distinct acts in the methodological procedure: the rupture ("break with the prejudice and false evidence"), the construction ("organized conceptual system, susceptible of express the logic which the researcher presume be on the base of the phenomenon") and examination ("a preposition only has the status of scientific if ca be verifiable by facts").

The model presented by Veal (2006) divide the research in nine different stages: theme selection, state of the art, literature review, devise conceptual framework, decide research question, list information needs, decide research strategy, obtain ethics clearance (if applicable), conduct research and report findings.

The research on previous methodological procedures, enabled the construction of present study´s research method. The figure 22 shows the **seven stages** in which the research is divided, to better understand how the investigation is being conducted and how the theoretical and empirical part will be brought together.

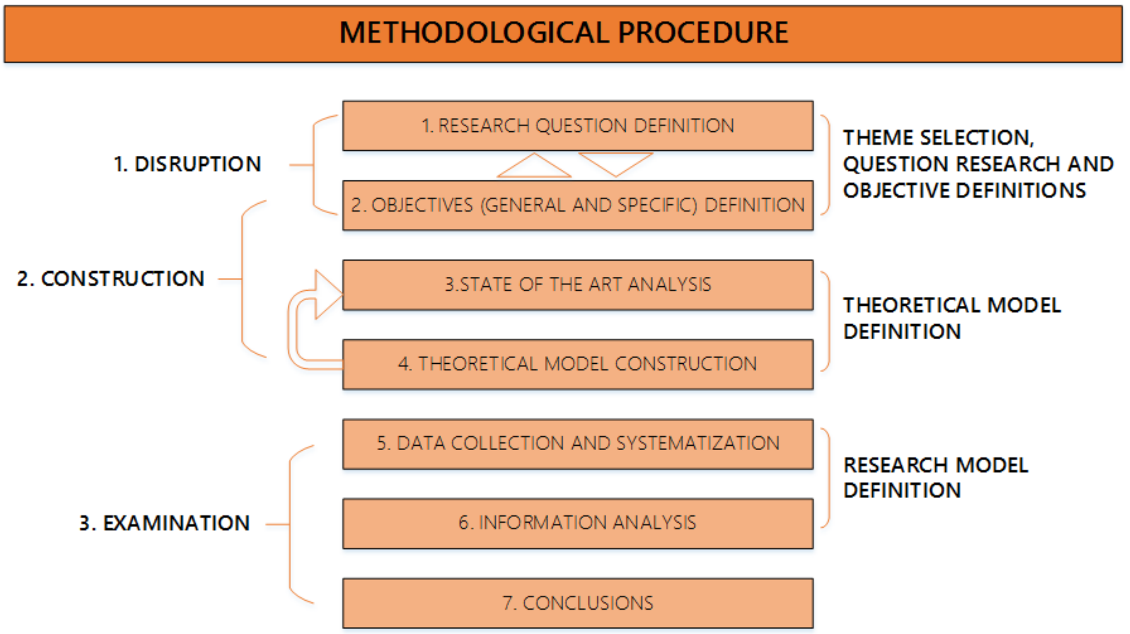



**Figure 22 - Research methodological procedure**
Source: Self elaboration

### 5.2.1 THEME SELECTION, RESEARCH QUESTION AND OBJECTIVES

#### 5.2.1.1. RESEARCH QUESTION

Quivy and Campenhoudt (1998, p. 44) claims that "the best way to start a research work in social sciences consists in an effort to enunciate the project in the form of a start question". This question gives purpose and direction to the research process, and has an output at the end (Mason, 2014).

The research question is the start point the research. Through the main problem identification, the entire study process was developed and unites the theoretical and empirical parts of research. Taking in account all the all the information above, the research question defined for the study is: **"Is Centro de Portugal and their tourism agents prepared to meet the Millennials´ needs and demands?**"

#### 5.2.1.2. RESEARCH OBJECTIVES

The objective of this research is to "**Give a first insight regarding Centro de Portugal and their tourism agents´ readiness to meet millennials´ needs and demands**". This goal pretends to answer the research question and is divided in several general objectives, according to the research chapters.

The figure 23 presents the relation between the research question, the main objective and the general objectives. All these elements are connected and have a relation of influence between each other. In the figure is also present the experience cycle adapted from the tourism experience model present in chapter three as an analogy to understand how the research is developed to encounter the experiences more suitable to millennials and if these experiences are present in Centro de Portugal region to meet the needs and demands of this generation.

Analysing the figure by other perspective, is also valid do say that all these general objectives contribute to answer the main question. In other words, all the objectives traced in the theoretical and empirical parts will help to find an answer to the main objective, which in turn, will help to respond the research question created in the beginning of the study.

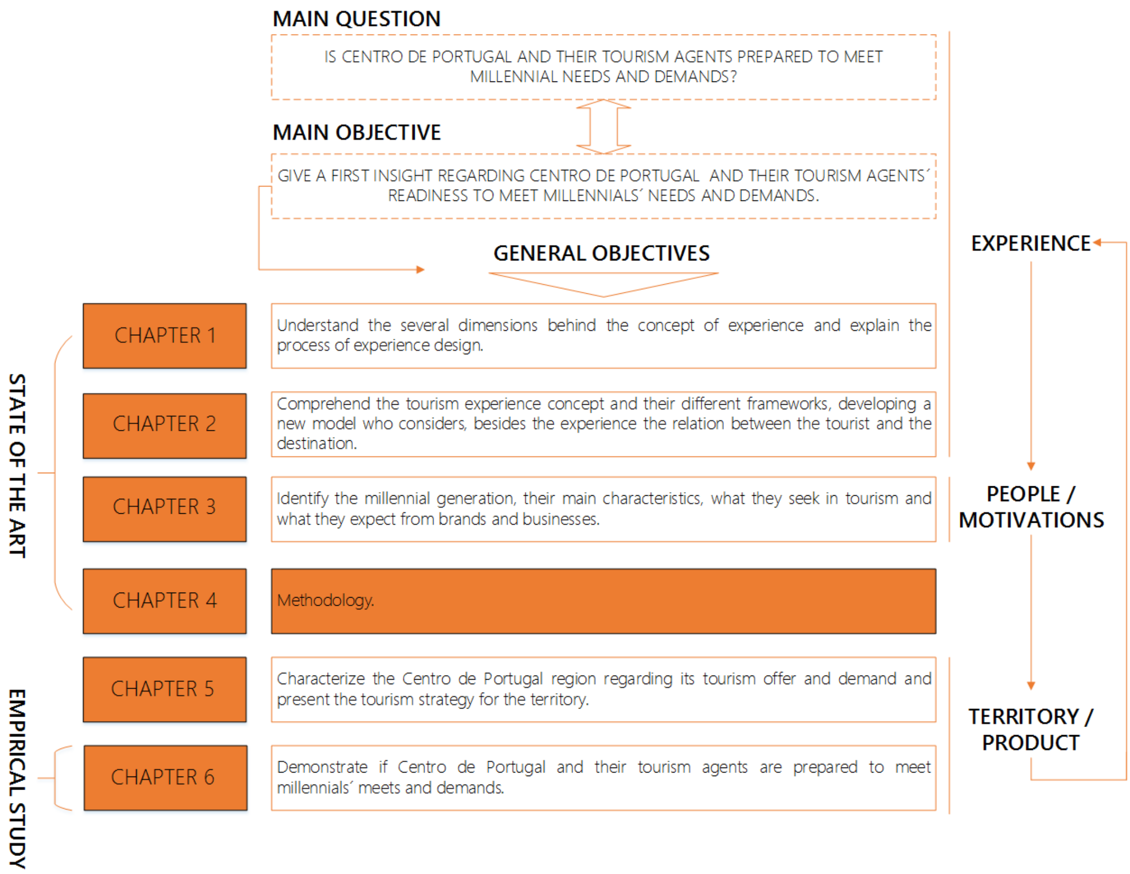



**Figure 23 - Main question and research´s general objectives**
Source: Self elaboration

### 5.2.1.3. SPECIFIC OBJECTIVES

As said previously, each chapter has a general objective, which in turn, also has specific objectives. These specific objective pretend to identify, with more detail, the themes addressed in the chapter and facilitate the answer to the general objective and subsequently the research question.

In other hand, the definitions of specific objectives are useful to guide the research in a more effective way, due to the accomplishment of these objectives will, in principle, automatically respond to the chapter´s main objectives and the research question. The figure 24 presents the relation between the objectives in the research.

| MAIN OBJECTIVES | SPECIFIC OBJECTIVES |
|---|---|
| **Chapter 1:** Understand the several dimensions behind the concept of experience and explain the process of experience design | **1.** Identify the several definitions and dimensions around the concept of experience |
| | **2.** Explain the process behind the experience design |
| **Chapter 2:** Comprehend the tourism experience concept and their different frameworks, developing new model who considers the relation between the tourist and the destination | **1.** Comprehend the tourism experience concept and their different frameworks |
| | **2.** Develop a model who considers the relation between the tourist and the destination |
| **Chapter 3:** Identify the millennial generation, their main characteristics, what they seek in tourism and what they expect from brands and businesses | **1.** Identify who are the individual from millennial generation and their main characteristics |
| | **2.** Analyse what millennials seek in tourism and what they expect from brands and businesses |
| **Chapter 5:** Characterize the Centro de Portugal region regarding tourism offer and demand and present the tourism strategy for the region | **1.** Chacarectrize the Centro de Portugal region, regarding their tourism offer and demand |
| | **2.** Comprehend the tourism strategy used by the region to attract the travellers |
| **Chapter 6:** Demonstrate if Centro de Portugal and their tourism agents are prepared to meet millennials´ meets and demands | **1.** Demonstrate if Centro de Portugal and their tourism agents are prepared to meet millennials´ meets and demands |

**Figure 24 - Research specific objectives**
Source: Self elaboration

### 5.2.2. THEORETICAL MODEL DEFINITION

#### 5.2.2.1. STATE OF THE ART

When analysing the research´s state of art, Quivy and Campenhoudt considers,

> when a researcher starts a study, is unlikely to find that the subject in analysis has not been analysed yet by another peer, at least in part or by an indirect way (...) Is, therefore, normal that a researcher gather the knowledge from previous works which study about comparable themes and explain which approach or distinguish their work from these chains of thought (Quivy & Campenhoudt, 1998, p. 50)

The table 8 shows the main authors in each chapter. This research involved an extensive state of art analysis through a detailed list of bibliographic references, where are present different views and approaches and a broad temporal range, analyse also how the concepts analysed developed along the years.

The researched and consulted references have distinctive particularities and do not come from the same sources. To elaborate the theoretical component, several references were analysed: books, articles published in journals and magazines, documents from public and private entities (UNWTO, National Statistical Institute of Portugal (INE), WYSE, etc.), legislation, master and doctoral dissertations, and many others.

**Table 8 - State of the art: main author in literature**

| CHAPTERS | MAIN AUTHORS IN LITERATURE |
|---|---|
| **CHAPTER 1** | Maslow, (1959, 1962, 1964, 2013); Privette (1981, 1982, 1983); Csikszentmihalyi (1975a, 1975b, 1990); Arnould and Price (1993); Abrahams (1986); Holbrook and Hirschman (1982); Holbrook (1997, 2000); Lebergott (2014); Carú and Cova (2003); Carbone and Haeckel (1994); Pine II and Gilmore (1998, 1999); Stuart and Tax (2004); Williams and Anderson (2005); Poulson and Kale (2004); Boswiikj *et al.* (2005); Tarssanen and Kylanen (2009); Schmitt (1999b); Same (2012); Same and Larimo (2012); Brakus *et al.* (2009); Schouten *et al.* (2007); Ambler *et al.* (2002); Edgell and Hetherington (1996); Nasution *et al.* (2014); Gentile et al. (2007); Prahalad and Ramaswamy (2004a, 2004b); McLellan (2000); Gupta and Vajic (2000); Frow and Payne (2007); Allen *et al.* (2005); Fortezza and Pencarelli (2011) |
| **CHAPTER 2** | Oh *et al.* (2007); Stamboulis and Skayannis (2003); Cohen (1979a); Quan and Wang (2004); Uriely (2005); MacCannell (1973); Ryan (2002); Quinlan and Carmichael (2010); Binkhorst (2005) Larsen (2007) Clawson and Knetsch (1966) Jennings (2006) Tung and Ritchie (2011) Volo (2009) Kim *et al.* (2012) Aho (2001) Selstad (2007) Cary (2004) Braun-Latour (2005) Li (2000) Pearce (2005) Urry (2002) Ritchie and Crouch (2003) Beeho and Prentice (1997) Wang (1999) |
| **CHAPTER 3** | UNWTO and WYSE Travel Confederation (2016); Howe and Strauss (2000; 1997); Barton et al. (2012, 2013, 2014); Richards and Wilson (2003); MDG Advertising (2015); Future Foundation and Expedia (2016); Noble *et al.* (2009); Nowak *et al.* (2006); Lee (2013) |

Source: Self elaboration

### 5.2.2.2. THEORETICAL MODEL FRAMEWORK

According to Veal (2006, p. 54) "the development of a conceptual framework is arguably the most important part of any research project and also the most difficult (...) involves concepts involved in a study and the hypothesised relationships between them". Quivy and Campenhoudt (1998, p. 109) consider that

> the exploratory work has the function to enlarge the analysis perspective. (...) However, these new perspectives and ideas should be explored in the best way possible to, in a precise way, comprehend and study the concrete phenomena which worry the researcher. (...) It is necessary, therefore, translate them in a language and ways which enable to lead to the collect and analysis systematization work which follow.

Veal (2006) identified four elements that should be present on the theoretical model construction: (i) explore/explain relationships between concepts; (ii) identify concepts; (iii) define concepts; (iv) operationalize concepts. The figure 25 takes all the information expose previously and shows this research´s theoretical model, which has the main objective of relate all the literature review analysis.

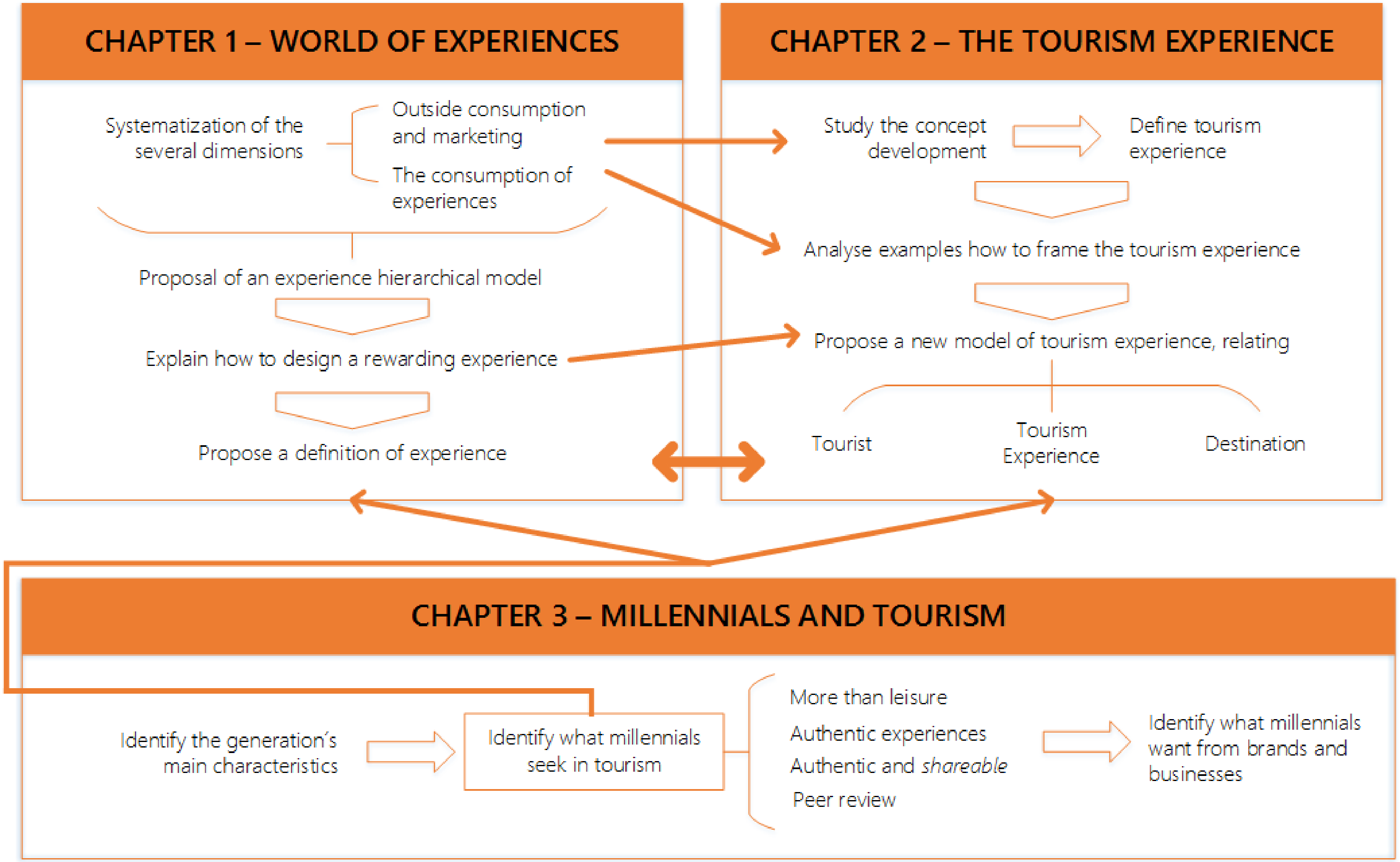



**Figure 25 - Theoretical Model**
Source: Self Elaboration

### 5.2.3. RESEARCH MODEL DEFINITION

After analyse the most important literature regarding the research main objective, the next step was to create the research model definition. The first stage of this process was to design research hypothesis, as seen in table 9.

**Table 9 - Research´s hypothesis**

| NUMBER | HYPOTHESIS |
|---|---|
| **H1** | **The agents´ perspective regarding millennial generation and their travel habits is aligned** |
| H 1.1 | The entities´ perception about the millennials main characteristics is aligned |
| H 1.1.1 | There is an alignment between national and regional public entities in understand what are the millennials´ main characteristics |
| H 1.1.2 | There is an alignment between regional public entities in understand what are the millennials´ main characteristics |
| H 1.1.3 | There is an alignment between private and public regional entities in understand what are the millennials´ main characteristics |
| H 1.1.4 | There is an alignment between managers and private entities conducting their business in a specific product/experience in understand what are the millennials´ main characteristics |
| H 1.2 | The entities´ perception about the millennials´ motivations to travel is aligned |
| H 1.2.1 | There is an alignment between national and regional public entities in comprehend what motivates a millennial to travel |
| H 1.2.2 | There is an alignment between regional public entities in comprehend what motivates a millennial to travel |
| H 1.2.3 | There is an alignment between private and public regional in comprehend what motivates a millennial to travel |
| H 1.2.4 | There is an alignment between managers and private entities conducting their business in a specific product/experience in comprehend what motivates a millennial to travel |
| H 1.3 | The entities´ perception about the sources of information when used by millennials when planning a travel is aligned |
| H 1.3.1 | There is an alignment between national and regional public entities on identify the sources of used by millennials when planning a trip |
| H 1.3.2 | There is an alignment between regional public entities on identify the sources of used by millennials when planning a trip |
| H 1.3.3 | There is an alignment between private and public regional on identify the sources of used by millennials when planning a trip |
| H 1.3.4 | There is an alignment between managers and private entities conducting their business in a specific product experience on identify the sources of used by millennials when planning a trip |
| H 1.4 | The entities´ perception about the possible advantages in a segmentation based on millennials is aligned |
| H 1.4.1 | There is an alignment between national and regional public entities in recognize the possible advantages in segmentation based on millennials |
| H 1.4.2 | There is an alignment between regional public entities in recognize the possible advantages in segmentation based on millennials |

| NUMBER | HYPOTHESIS |
|---|---|
| H 1.4.3 | There is an alignment between private and public regional in recognize the possible advantages in segmentation based on millennials |
| H 1.4.4 | There is an alignment between managers and private entities conducting their business in a specific product/ experience in recognize the possible advantages in segmentation based on millennials |
| **H2** | **The agents share the same perspectives about the tourists who visits Centro de Portugal** |
| H 2.1 | The entities´ perception about the tourists´ motivations to travel to Centro de Portugal is aligned |
| H 2.1.1 | There is an alignment between national and regional public entities in comprehend what motivates a tourist to travel to Centro de Portugal |
| H 2.1.2 | There is an alignment between regional public entities in comprehend what motivates a tourist to travel to Centro de Portugal |
| H 2.1.3 | There is an alignment between private and public regional in comprehend what motivates a tourist to travel to Centro de Portugal |
| H 2.1.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in comprehend what motivates a tourist to travel to Centro de Portugal |
| H 2.2 | The entities´ perception about where the tourists search the information about the Centro de Portugal is aligned |
| H 2.2.1 | There is an alignment between national and regional public entities on identify the sources of information used by tourists when planning a trip to Centro de Portugal |
| H 2.2.2 | There is an alignment between regional public entities on identify the sources of information used by tourists when planning a trip to Centro de Portugal |
| H 2.2.3 | There is an alignment between private and public regional on identify the sources of information used by tourists when planning a trip to Centro de Portugal |
| H 2.2.3 | There is an alignment between managers and private entities conducting their business in a specific product experience on identify the sources of information used by tourists when planning a trip to Centro de Portugal |
| H 2.3 | The entities´ perception about the strategic products to Centro de Portugal is aligned |
| H 2.3.1 | There is an alignment between national and regional public entities in pinpoint the most important touristic products in Centro de Portugal |
| H 2.3.2 | There is an alignment between regional public in pinpoint the most important touristic products in Centro de Portugal |
| H 2.3.3 | There is an alignment between private and public in pinpoint the most important touristic products in Centro de Portugal |
| H 2.3.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in pinpoint the most important touristic products in Centro de Portugal |
| **H3** | **The agents share the same strategy regarding how to attract millennials to Centro de Portugal** |
| H 3.1 | The entities´ perception about the millennials´ motivations to travel to Centro de Portugal is aligned |
| H 3.1.1 | There is an alignment between national and regional public entities in comprehend what motivates a millennial to travel to Centro de Portugal |
| H 3.1.2 | There is an alignment between regional public entities in comprehend what motivates a millennial to travel to Centro de Portugal |
| H 3.1.3 | There is an alignment between private and public regional in comprehend what motivates a millennial to travel to Centro de Portugal |

| NUMBER | HYPOTHESIS |
|---|---|
| H 3.1.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in comprehend what motivates a millennial to travel to Centro de Portugal |
| H 3.2 | The entities´ perception about the sources of information used by millennials when planning a travel to Centro de Portugal are not aligned |
| H 3.2.1 | There is an alignment between national and regional public entities on identify the sources of information used by millennials when planning a trip to Centro de Portugal |
| H 3.2.2 | There is an alignment between regional public entities on identify the sources of information used by millennials when planning a trip to Centro de Portugal |
| H 3.2.3 | There is an alignment between private and public regional on identify the sources of information used by millennials when planning a trip to Centro de Portugal |
| H 3.2.4 | There is an alignment between managers and private entities conducting their business in a specific product experience on identify the sources of information used by millennials when planning a trip to Centro de Portugal |
| H 3.3 | The entities´ perception about the possible advantages on adoption a strategy based on millennials' segmentation in Centro de Portugal is aligned |
| H 3.3.1 | There is an alignment between national and regional public entities in recognize the possible advantages in segmentation based on millennials in Centro de Portugal |
| H 3.3.2 | There is an alignment between regional public entities in recognize the possible advantages in segmentation based on millennials in Centro de Portugal |
| H 3.3.3 | There is an alignment between private and public regional in recognize the possible advantages in segmentation based on millennials |
| H 3.3.4 | There is an alignment between managers and private entities conducting their business in a specific product/experience in recognize the possible advantages in segmentation based on millennials |
| H 3.4 | The entities´ perception about the strategic products to Centro de Portugal regarding the millennial generation is aligned |
| H 3.4.1 | There is an alignment between national and regional public entities in pinpoint the most important touristic products in Centro de Portugal regarding the millennial generation |
| H 3.4.2 | There is an alignment between regional public in pinpoint the most important touristic products in Centro de Portugal regarding millennial generation |
| H 3.4.3 | There is an alignment between private and public in pinpoint the most important touristic products in Centro de Portugal regarding millennial generation |
| H 3.4.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in pinpoint the most important touristic products in Centro de Portugal regarding millennial generation |

Source: Self elaboration

The hypothesis described previously mentioned a series of relations between entities. For this research was identified three types of organizations:

- **Public entities (E1)**: organizations form the public sector who are in charge of managing and developing the region promoting the territory nationally and internationally.
- **Private entities (E2):** organizations from the private sector with regional and local range from different tourist industry sectors;
- **Product/Experience Manager (E3)**: local organizations focused in a specific place/destination and are in charge of managing and developing the tourism activity in that territory/attraction.

These entities when confront with each other will offer an important insight to assist on hypothesis´ validation a subsequently answers the research objectives. All these relations are shown in figure 26 who represent the research model to this dissertation.

The hypothesis was tested by a series of interviews conducted to a set of entities pre-selected by a criteria explained further in this chapter. The figure 27 makes the relationship between the hypothesis and the question that assist in verify the validity of each hypothesis.

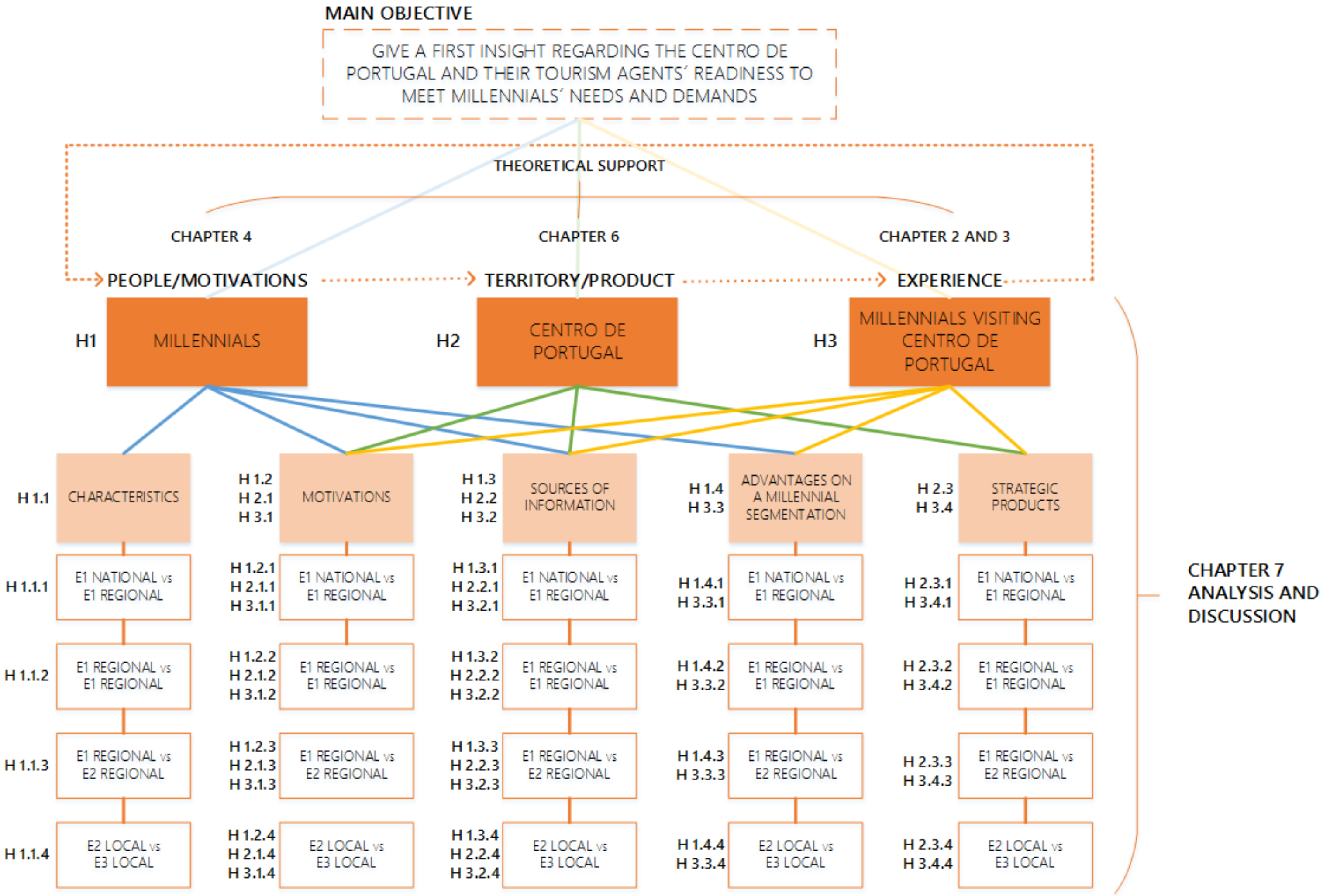



**Figure 26 - Research´s empirical model**
Source: Self elaboration

| | | | |
|---|---|---|---|
| H1 | MILLENNIALS | | |
| H 1.1 | CHARACTERISTICS | Question 2 | In your opinion, what are the main characteristics of millennial generation? |
| H 1.2 | MOTIVATIONS | Question 3 | Taking in account the characteristics which define this generation, enumerate the 5 main motivations, which in your opinion, could lead this people to travel: |
| H 1.3 | SOURCES OF INFORMATION | Question 4 | What are the main sources of information used by millennials when it comes to plan their trips? |
| H 1.4 | ADVANTAGES ON A MILLENNIAL SEGMENTATION | Question 5 | Indicate by importance rate, which are the main advantages for a destination in a strategic segmentation based on millennial generation? |
| H2 | CENTRO DE PORTUGAL | | |
| H 2.1 | MOTIVATIONS | Question 7 | Enumerate the 5 principal motivations, which in your opinion, could lead tourists to travel to Centro de Portugal? |
| H 2.2 | SOURCES OF INFORMATION | Question 8 | In your opinion, which are the main source of information used by tourists when it comes to choose Centro de Portugal as a travel destination? |
| H 2.3 | STRATEGIC PRODUCTS | Question 6 | How do you characterize the following touristic products, regarding their importance to the region's touristic development? |
| H3 | MILLENNIALS VISITING CENTRO DE PORTUGAL | | |
| H 3.1 | MOTIVATIONS | Question 10 | Enumerate the 5 main motivations, which in your opinion, could lead a millennial to travel to Centro de Portugal region? |
| H 3.2 | SOURCES OF INFORMATION | Question 11 | In your opinion, what are the main sources of information used by millennials regarding choose Centro de Portugal as their travel destination? |
| H 3.3 | ADVANTAGES ON A MILLENNIAL SEGMENTATION | Question 12 | In your opinion, which would be the main advantages for Centro de Portugal in a strategic segmentation based on millennial generation? |
| H 3.4 | STRATEGIC PRODUCTS | Question 9 | Which importance could the following touristic products have to the millennial generation? |

**Figure 27 - Correspondence between the research hypothesis and question asked in the interviews**
Source: Self Elaboration

#### 5.2.3.1. INTERVIEW

According to Jones (1996, p. 139) interview is "simply a social interaction between two people, one if whom wants to get information from the other and attempts to do so by asking questions". Ketele and Roegiers (1999) define as a research method which is formed by oral, individual and group conversations, with several people carefully selected, whose relevance, validity and reliability will be analyse taking in account the research objectives.

The interviews can be characterized in a structural continuum where in one end is the qualitative interview, an open interview where the interviewer has the freedom to adapt the questions and their ordering regarding what the respondent already said, as long as the general research objective is still followed (Jones, 1996). Ketele and Roegiers (1999) considers this type of interviews a good option when it comes to make hypothesis "emerge" and Altinay and Paraskevas (2008) believes the main strength of this interview style is that it does not impose any restrictions on what can be discussed.

In the other point of the continuum is the standardized interview, in which the interviewer has a specific order to follow when asked the questions and the respondent typically respond the question selecting one of a limited number of predetermined answers to each question (Jones, 1996). It can be useful to demonstrate predetermined hypothesis (Ketele & Roegiers, 1999) and the main advantages in this interview are: more control over the process compared to qualitative interviews, a conversation focus that will help when the respondent have short amount of time to the interviewer, help to boost the response rate, maximizing the reliability and validity of the data and will make easier to code, analyse and compare the data (Altinay & Paraskevas, 2008).

Between these two points, there is the semi-structured interviews, where the interviewer finds a balance between a broad investigation and an explanatory/descriptive approach and is used to find new insights and patterns and understand the relationship between variables (Altinay & Paraskevas, 2008). The interview type more suitable to analyse the data should be chosen regarding the research objectives (Guerra, 2010; Jones, 1996)

When it comes to talk about the individuals to interview, Guerra (2010) considers that sampling methods are not seeking for statistical representability but for social representability, following the diversity and saturation criteria. Diversity criteria means that the set of individuals chosen for interviews are heterogeneous and guarantees different ideas and perspectives about the topics discuss. The saturation criteria have the function of show the researcher when should stop realizing new interviews once it is not possible to extract new and relevant data.

The interview script´ construction is also a crucial step in the research where the main important question is to clarify the objectives and analysis dimensions which the interview involves (Guerra, 2010). All the questions should be linked to the purpose of the research and the relevant literature analysed. The kind of knowledge an informant´s answer will supply has to be very explicit in the research.

#### 5.2.3.3. DATA COLLECTION, SYSTEMATIZATION AND ANALYSIS

This main objective with these interviews is **provide data to an exploratory analysis regarding Centro de Portugal and their agents´ capacity to meet the millennials´ needs and demands**. The specific objectives are:

- Identify if the entities´ perceptions about the millennial generation and their travel habits, the tourists who visit Centro de Portugal and the millennials who visit Centro de Portugal are aligned;
- Identify specific relations between entities and execute the previous point to this scale.

The table 10 enumerates all the steps conducted related to inerviews´ collection, systematization and analysis. The stages can be divided in three phases: phase one concerns with the choice of interviewers; phase two related to the interview construction and the last phase to the systematization and analysis of the data.

**Table 10 - Interview data collection, systematization and analysis process**

| PHASE 1 | INTERVIEWERS CHOICE | RESULTS |
|---|---|---|
| | 1.1. Choosing the respondants, based on their importance to the tourism activity´s development in the region and their area of action (national, regional and local) | Convenience sample composed by 19 interviews |
| **PHASE 2** | **INTERVIEW CONSTRUCTION** | **RESULTS** |
| | 2.1. Build an interview script based on the literature reviewed in the research´s theoretical part | Interview script with 17 questions |
| **PHASE 3** | **DATA SYSTEMATIZATION AND ANALYSIS** | **RESULTS** |
| | 3.1. Create a database using the program SPSS (Statistical Program for Social Sciences), version 24.<br>3.2. Execute frequency analysis in each interview question<br>3.3 Discuss the results | Chapter 7 where the analysis is realized and discuss |

Source: Self elaboration

The interviews process started with the **interviewed's choice.** For this stage two key factors were taken in account: **their area of action** (national, regional and local) and **their importance to the development of tourist activity in the region**. In the case of private entities was also a concern chosen entities from different activity areas like hospitality or touring companies. The table 11 shows the organizations chosen for the exploratory research.

**Table 11 – Entities chosen for the interviews**

| AREA OF ACTION | ENTITY | TYPE OF INTERVIEW | WHY THIS ENTITY WAS CHOSEN? |
|---|---|---|---|
| **NATIONAL** | Turismo de Portugal, I.P. | E1 | Public organisms responsible for promotion, enhancement and sustainability of tourism activities in the country and the Centro region. |
| **REGIONAL** | CCDR-C | E1 | |
| | Turismo do Centro / Agência Regional Promoção Turística Centro de Portugal | | |
| | iClio/jiTTravel | E2 | iClio is a tech company specialized in tourism. Among several projects, the company design a set of applications with tours for several cities in Centro de Portugal region. |
| | idTour | | Private company specialized in tourism consulting. |
| **LOCAL** | A2Z Adventures | E2 | Company that make walking and biking tours in the historical and schist villages. |
| | ADXTUR – Associação de Desenvolvimento das Aldeias do Xisto | E3 | Association in charge of developing and promoting the schist villages. |
| | Aldeias Históricas de Portugal | E3 | Association in charge of developing and promoting the historical villages. |
| | Aveitour | E2 | Companies that offers tours around the city of Aveiro. |

| AREA OF ACTION | ENTITY | TYPE OF INTERVIEW | WHY THIS ENTITY WAS CHOSEN? |
|---|---|---|---|
| LOCAL | Câmara Municipal de Aveiro | E3 | Public organization in charge of city of Aveiro. |
| | Casa do Xarês | E2 | Accommodation unit situated in the historical villages´ area. |
| | Comunidade Intermunicipal de Aveiro | E3 | Entity with the objective of developing the Aveiro region. |
| | Comunidade Intermunicipal do Oeste | E3 | Entity with the objective of developing the Oeste region. |
| | Convento de Cristo | E3 | UNESCO World Heritage Site. |
| | Fabridoce/Oficinda do Doce | E2 | Company that bakes the most famous pastry in Aveiro: Ovos Moles. |
| | Hotel Palácio da Lousã | E2 | Accommodation unit situated in the schist villages´ area. |
| | Mosteiro da Batalha | E3 | UNESCO World Heritage Site |
| | Naturexperience | E2 | Company who offers sportive activities like surf and kayaksurf lessons. |
| | Santa Cruz Ocean Spirit | E2 | The Santa Cruz Ocean Spirit is an international festival in Torres Vedras, related to surf and sea sports. |

Source: Self elaboration

The decision process regarding the local entities was concentrated in four products/experiences. Their selection was based on a study conducted by Saur-Amaral *et al.* (2014) which result in the marketing plan to the Turismo do Centro de Portuga (TCP), public entity who controls the promotion of the region. On their study the authors identify six strategic segments (figure 43), two Portuguese and four Spanish with potential to intensify the consumption of tourism products, the RevPAR, average stay and get new tourists with segmented campaigns using the knowledge acquired in this segmentation. On the identification, four types of products were identified in almost all segments; **cites; sun/sea; monuments and heritage; villages and rural zones**. As the strategy still in force on the region, it is pertinent use this four types of tourism as a first insight to understand the region readiness in relation to millennial generation. In each product a specific local was selected. The selected places were:

- Cities: Aveiro;
- Monuments and Heritage: UNESCO World Heritage Tour;
- Sun/Sea: Surf in Oeste coast;
- Villages and Rural Zones: Aldeias Históricas de Portugal and Aldeias do Xisto.

With the entities chosen the next step was to **build the interview script**. It was selected a close interview for a more precise validation on the conclusions and facilitate the analysis. The contacts with the interviewer started in October via mail and telephone, and the answers were collected by an online platform (LimeSurvey), with assistance provided by the university and also sent by mail. The interviews were conducted in Portuguese and the data collection finished in November 24st. The table 12 shows the questions made and how they were based on the state of the art analysis present in the theoretical part. The appendix 1 shows the original interview in Portuguese, while the appendix 2 presents an English translation on the same interview.

After all the data was collected, it was created a database using the program SPSS (Statistical Program for Social Sciences), version 24. After coding the data, a frequency analysis was conducted in each interview question, allowing to test all the hypothesis and subsequently answer the research question.

To measure the agreement level on each analysis and to validate the research hypothesis, it was created a scale to help interpreting the results. The scale used to examine the data collected is:

- From 0% to 40% - there is no agreement between entities/the hypothesis is false;
- From 41% to 60% - the data is not sufficient to declare that there is an agreement between entities/the hypothesis /the hypothesis has no conclusive data to draw a proper validation;
- From 61% to 100% - there is an agreement between the entities/the hypothesis is true.

**Table 12 - Interview Script**

| THEMATIC | QUESTIONS | OPERATIONALIZATION | OBJECTIVES | THEORETICAL SUPPORT |
|---|---|---|---|---|
| | 1. Indicate for which entity you will respond this interview/survey: | Select one option from 19 possible | | |
| **PART I: MILLENNIAL GENERATION** | 2. In your opinion, what are the main characteristics of millennial generation? | Likert scale from 1 (very uncharacteristic) to 5 (very characteristic) | - Acknowledge if the stakeholders can identify the millennials´ main characteristics<br><br>- Identify the different perception between entities regarding what they think about millennials and their travel habits | Howe and Straus (2000; 1997); Seago (2016); Zemke *et al.* (1999); Stein (2013); Barton *et al.* (2012, 2014); Canada Tourism Commission (2015); Turismo de Portugal (2014a); UNWTO and WYSE Travel Confederation (2016); Richards and Wilson (2003); IPK International (2013); Lesjak *et al.* (2015); Cohen (1979a); Hipmunk (2016); Future Foundation and Expedia (2016). |
| | 3. Taking in account the characteristics which define this generation, enumerate the 5 main motivations, which in your opinion, could lead this people to travel: | Select a maximum of 5 options form 18 possible. | | |
| | 4. What are the main sources of information used by millennials when it comes to plan their trips? | Likert scale from 1 (very unimportant) to 5 (very important) | | |
| | 5. Indicate by importance rate, which are the main advantages for a destination in a strategic segmentation based on millennial generation? | | | |
| **PART II: CENTRO DE PORTUGAL** | 6. How do you characterize the following touristic products, regarding their importance to the region´s touristic development? | Likert scale from 1 (very unimportant) to 5 (very important) | - Identify the different perception between entities regarding what they think about tourists who visit Centro de Portugal | (Turismo Centro de Portugal, 2015; Turismo de Portugal, 2014a, 2014b); Barton *et al.* (2012, 2014); Canada Tourism Commission (2015); UNWTO and WYSE Travel Confederation (2016); Richards and Wilson (2003); IPK International (2013); Lesjak *et al.* (2015); Cohen (1979a); Hipmunk (2016); Future Foundation and Expedia (2016). |
| | 7. Enumerate the 5 principal motivations, which in your opinion, could lead tourists to travel to Centro de Portugal: | Select a maximum of 5 options form 18 possible. | | |
| | 8. In your opinion, which are the main source of information used by tourists when it comes to choose Centro de Portugal as a travel destination? | Likert scale from 1 (very unimportant) to 5 (very important) | | |

| THEMATIC | QUESTIONS | OPERATIONALIZATION | OBJECTIVES | THEORETICAL SUPPORT |
|---|---|---|---|---|
| **PART III: CENTRO DE PORTUGAL REGION AND MILLENNIALS** | 9. Which importance could the following touristic products have to the millennial generation? | Likert scale from 1 (very unimportant) to 5 (very important) | - Identify the different perception between entities regarding what they think about millennials who visit Centro de Portugal | Barton *et al.* (2012, 2014); Canada Tourism Commission (2015); Turismo de Portugal (2014a); UNWTO and WYSE Travel Confederation (2016); Richards and Wilson (2003); IPK International (2013); Lesjak *et al.* (2015); Cohen (1979a); Hipmunk (2016); Future Foundation and Expedia (2016). |
| | 10. Enumerate the 5 main motivations, which in your opinion, could lead a millennial to travel to Centro de Portugal region: | Select a maximum of 5 options form 18 possible. | | |
| | 11. In your opinion, what are the main sources of information used by millennials regarding choose Centro de Portugal as their travel destination? | Likert scale from 1 (very unimportant) to 5 (very important) | | |
| | 12. In your opinion, which would be the main advantages for Centro de Portugal in a strategic segmentation based on millennial generation? | | | |
| **PART VI: SOCIODEMO-GRAPHICAL DATA** | 13. Age | Select 1 options form 6 possible. | - Characterize the sample regarding sociodemographic aspects | |
| | 14. Gender | Dichotomous question | | |
| | 15. Academic Degree | Select 1 options form 10 possible. | | |
| | 16. Municipality of Residence | Open question | | |
| | 17. Role in the organization | Open question | | |

Source: Self elaboration

# 6. CASE STUDY: CENTRO REGION, PORTUGAL

## 6.1. INTRODUCTION

After a theoretical investigation of what is an experience and a tourism experience, and the characterization and analysis related to the segment who will be in the centre of this investigation, the next stage is related to the territory where the experience will take place, in this case Centro de Portugal region.

The region wants to be known as a country inside the country, alluding to the variety of resources the region possesses. And Centro has an offer that goes from good beaches and big waves to natural parks and biodiversity with golf and cultural heritage in the middle. The territory has a big potential to a good extension from a trip to Lisbon or Oporto, or even an alternative when planning a travel to Portugal.

The main objective of this chapter is to **characterize the Centro de Portugal region regarding its tourism offer and demand and present the tourism strategy for the region.** In the first subsection (6.2) a small territorial analysis is made with the main indicators of the region, while the next subdivision (6.3) responsible to present data about the tourism offer divided by sectors according with to Tourism Satellite Account (TSA). The third part (6.4) analyse several indicators of tourism demand followed by the fourth subgroup (6.5) who studies the tourism strategy implemented in the region by both national and regional entities. To finalize the chapter, the last subsection will conclude with the chapters´ main points.

## 6.2. TERRITORIAL ANALYSIS

Divided in 5 mainland's regional entities, the second level of territorial units for statistics (NUTS II), the Centro (paint in orange in figure 28) is the biggest region in Portugal, representing 31,3% of Portugal´s territory and has an area of 28.405Km$^{2.}$ With a population above the 2,2 millions, this number represents 22% of Portuguese population (INE, 2016ag). It is confined at north by the Porto and North region, at east by Spain, at south by Alentejo region, at southwest by Lisbon metropolitan area and at west by Atlantic Ocean. Its composed by 8 sub regions (NUTS III) – Region of Aveiro, Viseu Dão Lafões, Beiras e Serra da Estrela, Region of

Coimbra, Beira Baixa, Médio Tejo, Region of Leiria e Oeste, 8 intercounty communities and 100 municipalities (table 13).

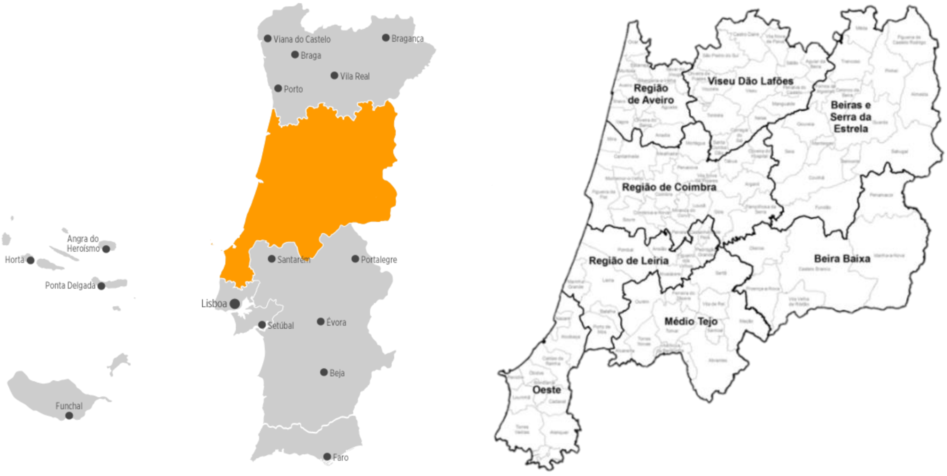



**Figure 28 - Portugal Centro region and their sub regions (NUTS III)**
Source: https://www.visitportugal.com/sites/all/themes/visitportugaltheme/images/destinos/mapa_centro.png

**Table 13 - Municipalities in Centro de Portugal**

| REGION | (Nº) | MUNICIPALITIES |
|---|---|---|
| **REGION OF AVEIRO** | 11 | Águeda, Albergaria-a-Velha, Anadia, Aveiro, Estarreja, Ílhavo, Murtosa, Oliveira do Bairro, Ovar, Sever do Vouga, Vagos |
| **VISEU DÃO LAFÕES** | 14 | Aguiar da Beira, Carregal do Sal, Castro Daire, Mangualde, Nelas, Oliveira de Frades, Penalva do Castelo, São Pedro do Sul, Santa Comba Dão, Sátão, Tondela, Vila Nova de Paiva, Viseu, Vouzela |
| **REGIION OF COIMBRA** | 19 | Arganil, Cantanhede, Coimbra, Condeixa-a-Nova, Figueira da Foz, Góis, Lousã, Mealhada, Mira, Miranda do Corvo, Montemor-o-Velho, Mortágua, Oliveira do Hospital, Pampilhosa da Serra, Penacova, Penela, Soure, Tábua, Vila Nova de Poiares |
| **BEIRAS E SERRA DA ESTRELA** | 15 | Almeida, Belmonte, Celorico da Beira, Covilhã, Figueira de Castelo Rodrigo, Fornos de Algodres, Fundão, Gouveia, Guarda, Manteigas, Mêda, Pinhel, Sabugal, Seia, Trancoso |
| **BEIRA BAIXA** | 6 | Castelo Branco, Idanha-a-Nova, Oleiros, Penamacor, Proença-a-Nova, Vila Velha de Rodão |
| **MÉDIO TEJO** | 13 | Abrantes, Alcanena, Constância, Entroncamento, Ferreira do Zêzere, Mação, Ourém, Sardoal, Sertã, Tomar, Torres Novas, Vila de Rei, Vila Nova da Barquinha |
| **REGION OF LEIRIA** | 10 | Alvaiázere, Ansião, Batalha, Castanheira de Pera, Figueiró dos Vinhos, Leiria, Marinha Grande, Pedrogão Grande, Pombal, Porto de Mós |
| **OESTE** | 12 | Alcobaça, Alenquer, Arruda dos Vinhos, Bombarral, Cadaval, Caldas da Rainha, Lourinhã, Nazaré, Óbidos, Peniche, Sobral de Monte Agraço, Torres Vedras |

Source: Self elaboration

## 6.3. TOURISM OFFER

### 6.3.1. ACCOMMODATION SERVICES FOR VISITORS

Focusing firstly on the offer in the accommodation sector, this region has **1 073 establishments** and **119 701 beds**, 22% of country´s total offer and 21% of all Portuguese establishments. Dividing these numbers by establishment type (table 14), rural and housing accommodation has the lead with 28% (300), one more than hotel establishments (299), and 5% more than local accommodation (250), who has the last place in podium. When it comes to accommodation units, camping sites has a significant advantage from hotel establishments, (53% and 29% respectively) followed by local accommodation (8%) and rural and housing accommodation (4%).

**Table 14 - Accommodation offer in Portugal´s Centro region**

| | Establishments | | | Accommodation Units | | |
|---|---|---|---|---|---|---|
| | (nº) | (%) | (%) Country | (nº) | (%) | (%) Country |
| **Touristic Establishments** | **823** | **77%** | **23** | **109 666** | **92** | **22** |
| **Hotel Establishments** | **299** | **28** | **19** | **34 467** | **29** | **13** |
| Hotel | 272[1] | 25[1] | 24[1] | 31 226[6] | 26[6] | 17[6] |
| Hotel-apartments | 8[1] | 1[1] | 6[1] | 1 241[6] | 1[6] | 3[6] |
| Tourist apartments | 8[1] | 1[1] | 4[1] | 1 214[6] | 1[6] | 3[6] |
| Tourist Villages | 3[1] | 0[1] | 7[1] | | | |
| Lodging houses | 8[1] | 1[1] | 23[1] | 786[6] | 1[6] | 25[6] |
| **Other Establishments** | **121** | **11** | **24** | **5 499** | **5** | **24** |
| Motels | 3[1] | 0[1] | 30[1] | | | |
| Guest Houses | 110[1] | 10[1] | 25[1] | 4 945[6] | 4[6] | 24[6] |
| Inns | 8[1] | 1[1] | 20[1] | 554[6] | 0[6] | 18[6] |
| **Rural and Housing Accommodation** | **300[2]** | **28[2]** | **23[2]** | **4 916[2]** | **4[2]** | **23[2]** |
| **Camping Sites** | **89[3]** | **8[3]** | **36[3]** | **63 521[7]** | **53[7]** | **34[7]** |
| **Youth Hostel** | **14[4]** | **1[4]** | **26[4]** | **1 263[8]** | **1[8]** | **26[8]** |
| **Local accommodation** | **250[5]** | **23[5]** | **17[5]** | **10 035[5]** | **8[5]** | **20[5]** |
| **TOTAL** | **1073** | **100** | **21** | **119 701** | **100** | **22** |

Sources: (1) Data from 2014 (INE, 2016n); (2) Data from 2015 (Romão, 2016); (3) Data from 2014 (INE, 2016af); (4) Data from 2014 (INE, 2016ah); (5) Units with more than 10 beds; Data from 2015 (L. Silva, 2015); (6) Data from 2014 (INE, 2016j) (7) Data from 2014 (INE, 2016k); (8) Data from 2014 (INE, 2016i)

The region´s **lodging capacity** had a minor decrease in 2014 (figure 29) where the number decreased from 47 176 to **47 065 accommodation units**. In relation to camping sites the last data points to a lodging capacity of **63 521 campers** in 2014, a 2% decrease when compared with the capacity in 2013 (64 588). As regards to **youth hostels** the situation is the opposite, with the lodging capacity numbers rise 22% since 2012 to the **1 263 accommodation units** in 2014. With data from 2015 rural and house accommodation shown a remarkable growth with a variation of 94,5% from 2014 to 2015 with 4 916 units. Follow the growth trend, the local accommodation also shows a rise on the lodging capacity with a positive variation of 9,3% to 10 035 beds (Romão, 2016; L. Silva, 2015)

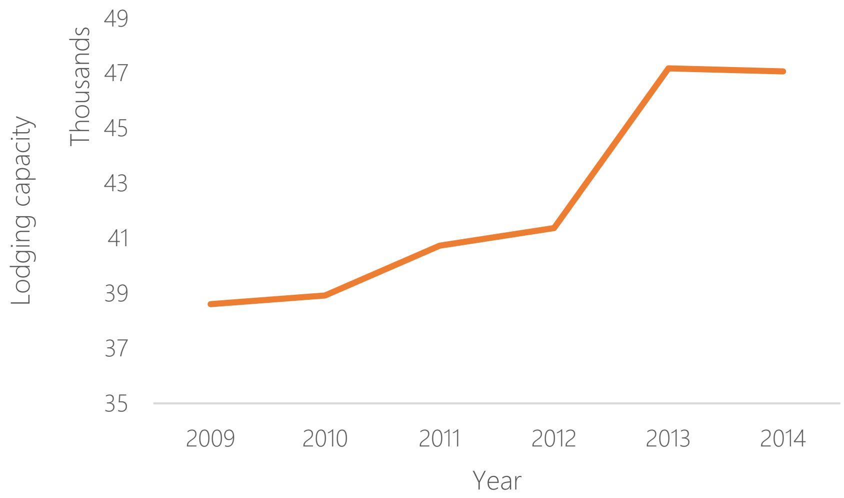



**Figure 29 - Lodging capacity (nº) in hotel establishments in Portugal´s Centro region (NUTS II); Annual**
Source: INE (2016u, 2016v)
Note: From 2009 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 is in conformity with the European Regulation nº868/2014 (NUTS 2013)

Dividing the offer by the NUTS III sub regions (figure 30), Coimbra and Médio Tejo have the highest lodging capacity and the cost line (Oeste, Região de Aveiro, Coimbra and Leiria) represents 54% of all rooms available in the region.

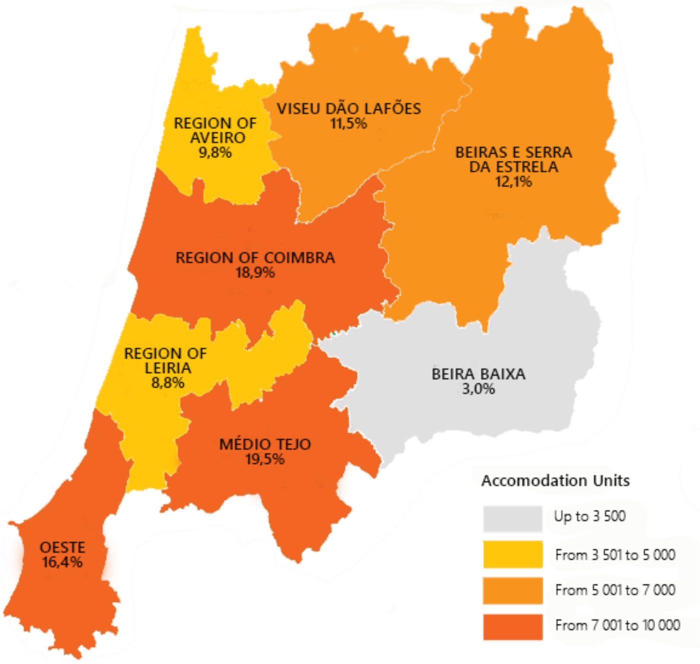



**Figure 30 - Lodging capacity by sub region (NUTS III)**
Source: Based on Fazenda (2016)

### 6.3.2. TRAVEL AGENTS AND OTHER RESERVATION SERVICES AND TRANSPORT EQUIPMENT RENTAL SERVICES

According to National Tourism Record of Travel Agents and Tourism (RNAVT) the Centro region actually have **253 travel agencies companies** representing 13% of country´s total (1 918) (Turismo de Portugal, 2016b). Regarding rent-a-car providers, the Mobility and Transportation Institute (IMTT, I.P.) reports there are **135 rent-a-car companies** working on the region and the majority of them concentrate in the Oeste sub region (98) (Turismo Centro de Portugal, 2015).

### 6.3.3. CULTURAL, SPORTS AND RECREATIONAL SERVICES AND COUNTRY-SPECIFIC TOURISM CHARACTERISTICS GOODS AND SERVICES

In relation to tourism recreation agents, the number has been increasing, especially in the last three years (see figure 31). There were actually **545 recreational agents** signed in the National Tourism Record of Touristic Recreation Agents (RNAAT), 44% (238) more than in 2013 and 15% (83) more than last year. This number represents 14% of all offer in the country (Turismo de Portugal, 2016a)

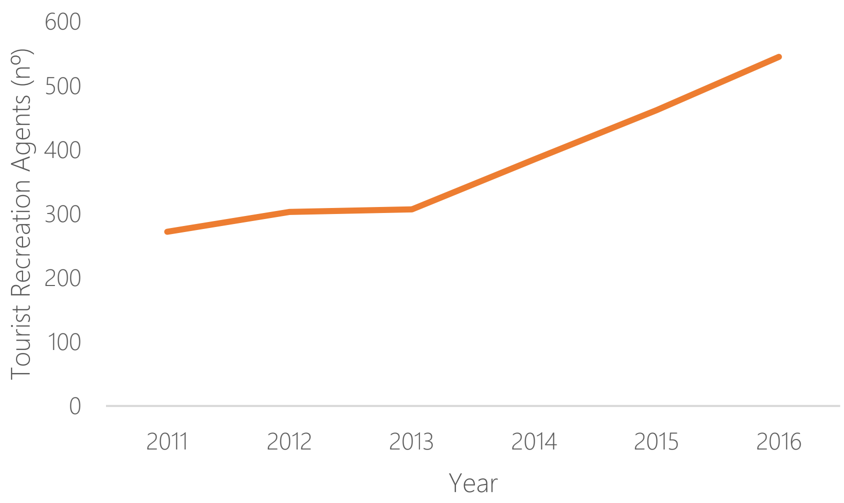



**Figure 31 - Tourist recreation agencies (nº) in Portugal´s Centro region (NUTS II); Annual**
Source: Turismo de Portugal (2016a)

Going from the agents to the culture and recreational facilities and sites (table 15), Centro region integrates **115 venues/spaces of precincts of performance** with a total **capacity of 38 307 people** and with **5 193 lives shows** performed in 2014. Beyond that, the region has **251 art galleries** with **1 772 exhibitions** being carried out during 2015. Apart from this cultural venues, Centro area counts with **96 museums**, **1 113 cultural properties** with **5** of them registered as **UNESCO World Heritage Sites**, **4 zoos, botanical gardens and aquariums**, **one casino** and **9 golf courses**.

The region has a well-known seashore, counting in 2016, with 46 seaside beaches with blue flag, 25 of them in Oeste region and 17 inland beaches, giving a total of **63 blue flag beaches** in the region. With more calm waters, Centro owns **18 thermal baths resorts**, the biggest number between all Portuguese regions.

The authenticity and ancient customs of the region can be observed in action on the several typical villages around Centro. **12 historical villages** and **27 schist villages** are a portrait of the region´s history and traditions.

The biodiversity of the region is represented by the **14 natural parks** of Centro Region, including the first Portuguese natural park, Serra da Estrela, distributed by 101 hectares and six municipalities, making this protected area the biggest in the country. Beyond this areas, Centro includes more **11 classified areas**. Buçaco Woods and Óbidos Lagoon are two of the most famous classified areas of the region.

**Table 15 - Cultural and Recreational facilities and sites**

| TYPE OF FACILITIES AND SITES | (Nº) |
|---|---|
| **Venues / Spaces of precincts of performances** (1) | **115** |
| Capacity of precincts of performances (2) | 38 307 |
| Live Shows (3) | 5 193 |
| **Art Galleries and others temporary exhibitions spaces** (4) | **251** |
| Exhibitions carried out (5) | 1 772 |
| **Museums** (6) | **96** |
| **Cultural properties** (7) | **1 113** |
| **UNESCO World Heritage Sites** (8) | **5** |
| **Zoological, botanical gardens and aquariums** (9) | **4** |
| **Casinos** (10) | **1** |
| **Blue Flag beaches** (11) | **63** |
| Seaside beaches | 46 |
| Inland beaches | 17 |
| **Thermal bath resorts** (12) | **18** |
| **Historic villages** (13) | **12** |
| **Schist villages** (14) | **27** |
| **Protected areas** (15) | **14** |
| **Classified areas** (16) | **11** |
| **UNESCO Biosphere Reserves** (17) | **5** |
| **Golf courses** (18) | **9** |

Sources: (1) Data from 2015 (INE, 2016al); (2) Data from 2015 (INE, 2016l); (3) Data from 2014 (INE, 2016t); (4) Data from 2015 (INE, 2016a); (5) Data from 2015 (INE, 2016o); (6) Data from 2014 (INE, 2016z); (7) Data from 2015 (INE, 2016m); (8) Data from 2016 (UNESCO, 2016a); (9) Data from 2015 (INE, 2016ap); (10) Data from 2016 (Serviço de Regulação e Inspeção de Jogos, 2016); (11) Data from 2016 (Associação Bandeira Azul da Europa, 2016); (12) Data from 2016 (Termas de Portugal, 2016); (13) Data from 2016 (Aldeias Históricas de Portugal, 2016); (14) Data from 2016 (Agência para o Desenvolvimento Turístico das Aldeias do Xisto, 2016); (15) Data from 2016 (Instituto Conservação da Natureza e das Florestas, 2016; Turismo do Centro, 2016); (16) Data from 2016 (Turismo do Centro de Portugal, 2016a); (17) Data from 2016 (UNESCO, 2016b). (18) Data from 2016 (Turismo do Centro de Portugal, 2016b)

Centro de Portugal includes a quality offer to tourists who visit the region. Has approximately 20% in both beds´ national offer and accommodation establishments, a service industry with several companies to support all the tourists´ needs and demands, and above all, a very diversified cultural offer, with several facilities and sites, offering various types of programs: visiting cultural sites part of UNESCO World Heritage sites, exploring the nature across the protected and classified areas, relaxing close to the sea on the several blue flag beaches or discovery the Portuguese traditions on the historic and schist villages.

## 6.4. TOURISM DEMAND

After considering the offer, it is important to acknowledge if that offer is suitable to the demand of the territory. Analysing first the number of guests, it is evident by the figure 32 the increase of tourists in the region **growing 20% since 2012 to the 2,6 million tourists visiting Centro region in 2015**. This growth shows that Centro de Portugal has been done a good work developing their tourism products and strategy, and promoting himself to all the potential visitors.

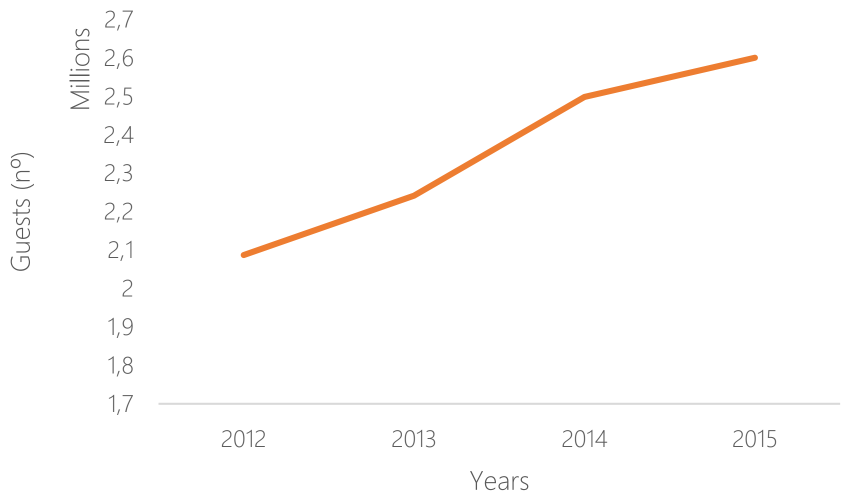



**Figure 32 - Guests (nº); Centro region (NUTS II); Annual**
Source: INE (2016p, 2016q)
Note: From 2009 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 and 2015 is in conformity with the European Regulation nº868/2014 (NUTS 2013). Data from 2015 is provisional

Taking a monthly analysis with the first six months of 2016 and the two previous years (figure 33), the numbers show that almost every month surpass the numbers of previous year, with exception of July 2015 and May 2016. Although May 2016 was supressed by her corresponding period, in June there was an increase of guests, fact that didn´t happened in the last two years.

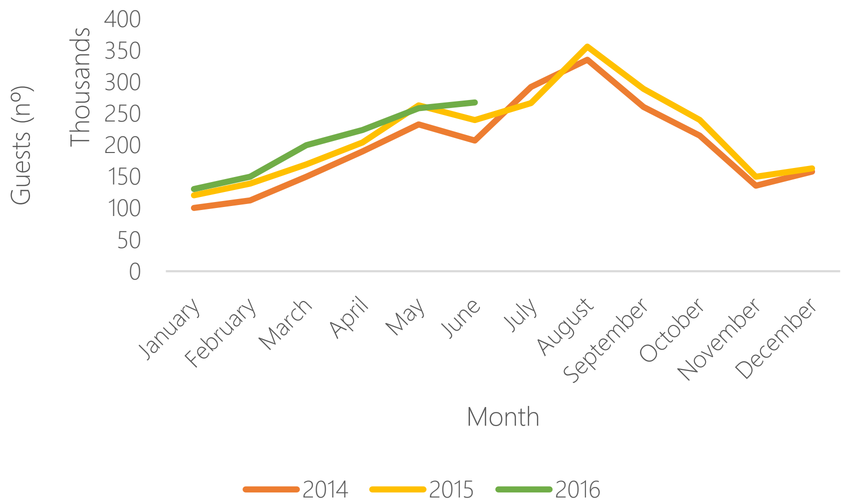



**Figure 33 - Guests (nº) in Cento region (NUTS II 2013); Monthly**
Source: INE (2016r). Data from 2016 is provisional

This figure does not include the numbers from camping sites and youth hostels, presenting them in the table 16. The camping sites are decreasing the number of campers every year (13% since 2012), while youth hostels after a break in 2013, had a slight increase in the next year, but still 14% less than 2012.

**Table 16 - Guests (nº) in hotel establishments, camping sites and youth hostels**

| | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|
| **Hotel Establishments** | 2 086 996 | 2 241 208 | 2 498 106 | 2 600 402 |
| **Camping Sites** | 446 173 | 408 577 | 386 772 | n.a. |
| **Youth hostels** | 56 531 | 48 462 | 48 680 | n.a. |

Source: INE (2016h, 2016p, 2016q, 2016s). n.a. – not available
Note: From 2009 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 and 2015 is in conformity with the European Regulation nº868/2014 (NUTS 2013). Data from 2015 is provisional

When analysing the guests nembers, it is also pertinent to study the proportion of foreign guests who travel to the region (table 12). According to the TP, in 2015, the **37,5 per cent of guests were from outside Portugal** with the number rising in the last years.

**Table 17 – Proportion of foreign guests (%) in Centro region**

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| **Foreign Guests** | 33,7 | 34,4 | 34,6 | 36,0 | 37,5 |

Data from INE (2016ai, 2016aj)
Note: From 2009 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 is in conformity with the European Regulation nº868/2014 (NUTS 2013). Data from 2015 is provisional

Alongaide the number of guests, the number of overnight stays is also an important factor when analysing the demand of a territory. Following the behaviour of guests, the number of overnight stays (figure 34) is increasingly rising since 2012 with in 2015 reaching a new top with **more than 4,5 million nights spent in the region**.

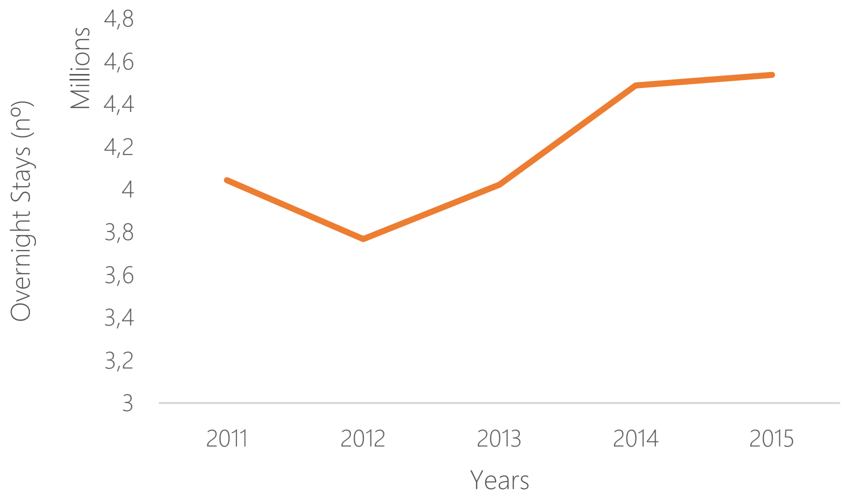



**Figure 34 - Overnight stays (nº) in Centro region (NUTS II); Annual**
Source: INE (2016ab, 2016ac)
Note: From 2009 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 is in conformity with the European Regulation nº868/2014 (NUTS 2013)

When dividing the 2015 numbers in country and foreign residents (table 13), the share is not far from the guest number with foreign residents (see table 17), nevertheless they have a bigger "slice" in overnight stays than in guest numbers.

**Table 18 - Overnight stays (nº) in 2015 and variation from 2014**

| | January – December 2015 | 2015/2014 Variation | | 2015 share (%) |
|---|---|---|---|---|
| | | Variation (%) | Variation (thousands) | |
| **Overnight stay (thousands)** | **4 537** | **9,6** | **397** | **100%** |
| Country residents | 2 633,7 | 8,8 | 213,9 | 58,1% |
| Foreign residents | 1 903,9 | 10,6 | 183,1 | 41,9% |

Source: Silva (2016). Data is provisional

Dividing 2015 again but only the foreign residents to show the 10 highest overnight stays by nationality (table 19) Spain is on the first place, followed by France, the two nearest countries. Brazil is the first non-European country, placed in fourth. Poland has the best growth in the percentage terms (35,2 %) but France had the best absolute growth with 52 thousand more tourists (23%) than 2014. United Kingdom was the only country in that list who did not had a positive increase, reducing in 0.7% (600) the number of overnight stays.

**Table 19 - Overnight stays (nº) from foreign people and variation from previous year**

| | January – December 2015 | | 2015/2014 Variation | |
|---|---|---|---|---|
| | Variation (%) | Variation (thousands) | Variation (%) | Variation (thousands) |
| **Total (thousands)** | **100%** | **1 903,7** | **10,6** | **183.1** |
| Spain | 27,7 | 528 | 7,7 | 38 |
| France | 14,6 | 277,8 | 23 | 52 |
| Germany | 6,8 | 129,3 | 14,9 | 16,8 |
| Brazil | 6,6 | 126,3 | 3,4 | 4,2 |
| Italy | 6,1 | 116,3 | 8,5 | 9,1 |
| United Kingdom | 4,4 | 83,5 | -0,7 | -0,6 |
| United States | 3,7 | 70,2 | 2,6 | 1,8 |
| Poland | 3,1 | 58,1 | 35,2 | 15,1 |
| Scandinavia | 3,0 | 56,2 | 11,6 | 5,8 |
| Netherlands | 2,7 | 51,2 | 16,1 | 7,1 |
| Others | 24,4 | 464,5 | 24,7 | 91,9 |

Data from Silva (2016). Data is provisional

Taking again a monthly review of the last three years (figure 35) the same pattern is achieved but this time there is no exceptions with every year supress his predecessor showing a sustainable growth of the region. Should also be noted the overnight stays of June, July, August and September who represents almost half of all year (48%)

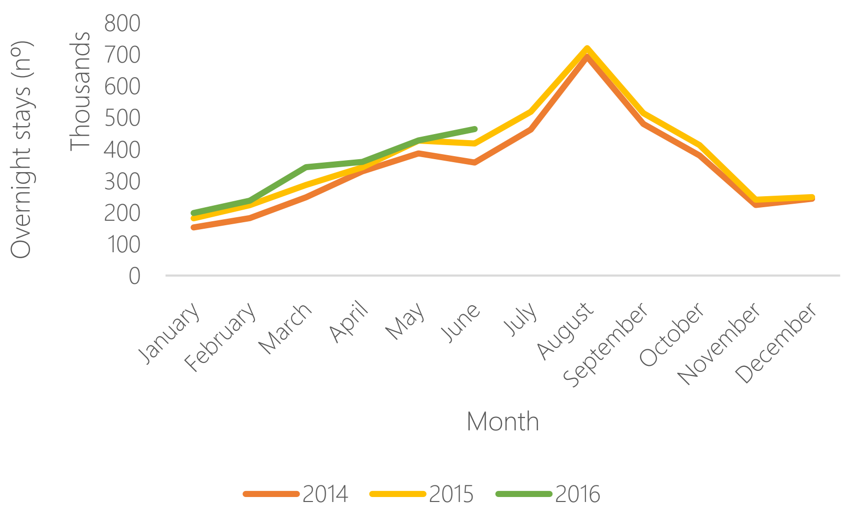



**Figure 35 - Overnight stays (nº) in Centro region; Annual**
Source: INE (2016ad)

The situation related to camping sites and youth hostels (table 20) is the same as seen in guest number analysis with the first reducing his overnight stays since 2012 and youth hostels recovering from a setback in 2013.

**Table 20 - Overnight stays (nº) in hotel establishments, camping sites and youth hostels in Centro region (NUTS II); Annual**

| | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|
| **Hotel Establishments** | 3 767 924 | 4 022 416 | 4 486 949 | 4 537 019 |
| **Camping Sites** | 1 621 643 | 1 215 311 | 1 112 331 | n.a. |
| **Youth hostels** | 80 344 | 73 091 | 76 281 | n.a. |

Source: INE (2016aa, 2016ab, 2016ac, 2016ae); n.a. – non available
Note: From 2009 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 and 2015 is in conformity with the European Regulation nº868/2014 (NUTS 2013)

Moving to the **average stay** (table 21), the region has the same number since 2009, placed on the **1,8 nights**, the lowest of all Portugal regions shared that place with Norte region (INE, 2016d). When analysing the numbers divided by national and international guests, there is a stabilization in the national numbers.

**Table 21 - Average stay (nº) in hotel establishments by place of residence in Centro region (NUTS II); Annual**

| | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|
| **TOTAL** | **1,8** | **1,8** | **1,8** | **1,8** |
| **Portugal** | **1,7** | **1,7** | **1,7** | **1,7** |
| **Foreign Countries** | **2,1** | **2,1** | **2,1** | **2** |
| **Europe (without Portugal)** | **2,2** | **2,2** | **2,2** | **2,2** |
| Spain | 2,2 | 2,2 | 2,1 | 2,2 |
| France | 2 | 2 | 2 | 2 |
| Ireland | 4,1 | 4,2 | 3,8 | 3,7 |
| Sweden | 4,2 | 3,7 | 3,8 | 3,5 |
| Finland | 3,4 | 4,1 | 3,6 | 3 |
| United Kingdom | 3 | 2,9 | 2,9 | 3 |
| **Africa** | **2,7** | **2,8** | **2,4** | **2,9** |
| **America** | **1,7** | **1,6** | **1,7** | **1,7** |
| **Asia** | **1,4** | **1,4** | **1,3** | **1,3** |
| **Oceania** | **1,8** | **1,6** | **1,6** | **1,5** |

Source: INE (2016c)

In Europe the countries chosen to this analysis were the two nearest ones (Spain and France) and the four with the highest average stay numbers (Finland, Ireland, Sweden, United Kingdom). Spain and United Kingdom were the only two countries with a positive variation, while France stabilized in two nights and Sweden and Finland decrease their numbers. When it comes to analyse the numbers by continent, Africa has the most average stay followed by Europe and America. Note that the only continent that decrease their average number was Oceania.

The average stay in camping sites, in 2014, is the lowest in the last four years, while in youth hostels after a break in 2012, the numbers rose again, reaching the same numbers before the halt (table 22).

**Table 22 - Average stay (nº) in hotel establishments, camping sites and youth hostels in Centro region (NUTS II); Annual**

| | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|
| **Hotel Establishments** | 1,8 | 1,8 | 1,8 | 1,8 |
| **Camping Sites** | 3,8 | 3,6 | 3,0 | 2,9 |
| **Youth hostels** | 1,6 | 1,4 | 1,5 | 1,6 |

Source: INE (2016b, 2016c, 2016d, 2016e)

Analysing the **bed occupancy rate** (table 23), Centro de Portugal has increase their numbers since 2013, reaching to 40,3% in 2015, an increase of 12,7%. However, is the lowest number when compared all the Portuguese regions and the Portuguese average (60,7%).

**Table 23 - Bed occupancy rate (%) in Centro region (NUTS II): Annual**

| | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|
| **Bed occupancy rate (%)** | 26,0 | 24,8 | 27,7 | 40,3 |

Source: INE (2016f, 2016g) and Silva (2016)

Note: From 2012 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 is in conformity with the European Regulation nº868/2014 (NUTS 2013). Data from 2015 is provisional

In terms of income (figure 36) the data shows a rise, both in lodging as in total incomes, since 2013. The data from 2015 shows a **lodging income of EUR 134,2 million (21% increase)** and a **total income of EUR 202,7 million (20% increase)**.

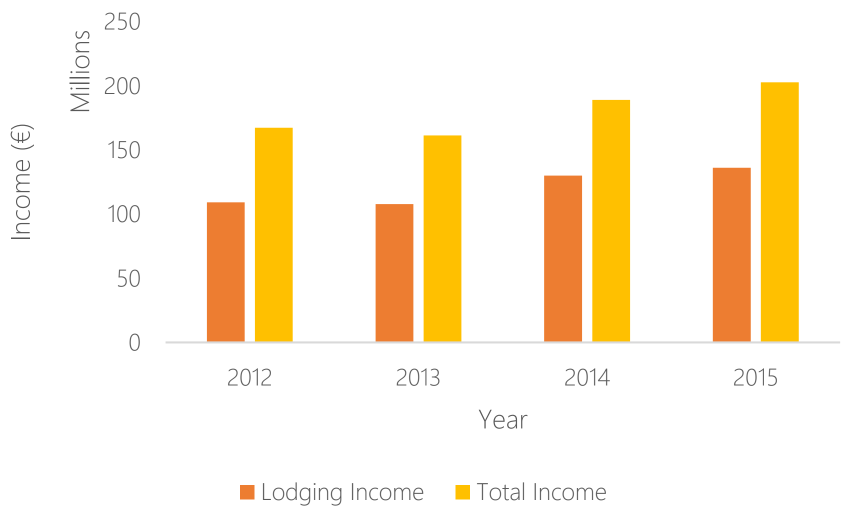



**Figure 36 - Lodging and total income (€) in Centro region; Annual**
Source: INE (2016w, 2016y, 2016am, 2016ao) and Silva (2016)
Note: From 2012 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 is in conformity with the European Regulation nº868/2014 (NUTS 2013). Data from 2015 is provisional

Taking a monthly analysis of both incomes (figure 37) there is a positive variation in every month in relation to the previous years. Note that June 2016 had a better performance than May, fact that does not happen in the previous years, showing positive signs to the next months. Once again, June, July, August and September represents almost half of both lodging and total incomes, with 49% and 47% respectively, showing the high seasonality of the region.

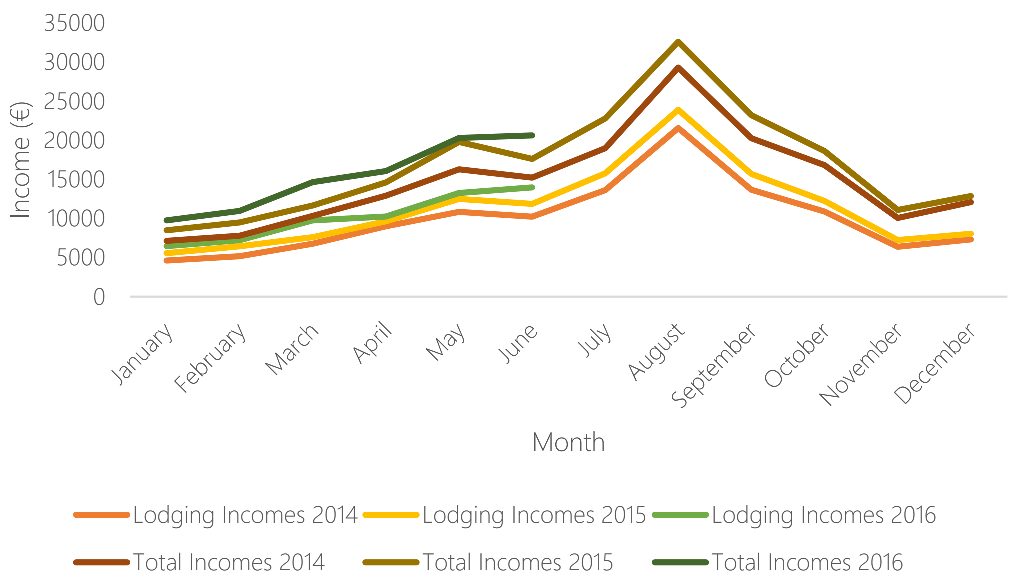



**Figure 37 - Lodging and total incomes (€) in Centro region; Monthly**
Source: INE (2016x, 2016an). Data from 2016 is preliminary.

Through the incomes it is possible to analyse the **Revenue per Available Room (RevPAR)** who have also grow especially in the last year, situated now in **21€**, an increase from the 16,6€ from 2014 (figure 38).

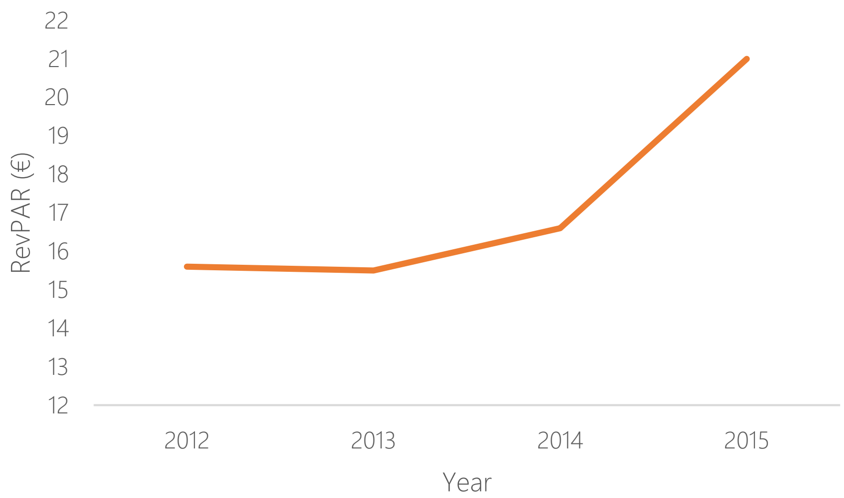



**Figure 38 - RevPAR in Centro region; Annual**
Source: INE (2016ak) and Silva (2016)
Note: From 2012 and 2013 the data is referred to NUTS II in accordance with the decree nº 244/2002 (NUTS 2002). The data from 2014 is in conformity with the European Regulation nº868/2014 (NUTS 2013). Data from 2015 is provisional

## 6.5. STRATEGY

Portugal started with their tourism strategic planning in 2007 with the launch of national strategy for tourism where identified 10 strategic products. The ambition to Centro region was until 2015 get between 2,2 and 2,3 million overnight stays, growing on an average of 7,3% per year, increasing the number of guests 6,2% per year and rising the total incomes 10% every year (Turismo de Portugal, 2007).

The government identified the main resources and distinctive factors of the region (figure 39) and from the 10 strategic products the core offer should focus on touring and nature tourism with the complement of health and well-being tourism and gastronomy and wine. Oeste sub region, considered a touristic hub had also Integrated Resort and Housing Tourism as complementary products. Beyond the growth of guests and overnight stays, especially national tourist, and strategic products, other goal for the region was the cross-selling of products and services with Lisbon (Oeste hub) and Oporto. Oeste was with Serra da Estrela the two touristic hubs created in the region given their specific and distinctive content of their offer to the international tourists (Turismo de Portugal, 2007).

**MAIN RESOURCES**

- Fátima
- Temples, Castles and Monuments
- Typical and seaside villages
- Beaches
- Golf courses
- Historic cities and villages
- Mountain ranges (ex: Serra da Estrela
- Mineral water quality and diversity
- Caves (ex: Mira D'Aire)
- Gastronomy

**DISTINCTIVE FACTORS**

- Fátima and Coimbra
- Serra da Estrela
- Óbidos, Nazaré and Alcobaça Triangle
- Altantic Ocean relation
- Proximity to Lisbon and Oporto

**Figure 39 - Main resources and distinctive factors in Centro region**
Source: Based on Turismo de Portugal (2007)

The first review to this document occurred in 2010 with the forecasts to the region being changed considering the good development in the last years. The expected number to 2015 were 2,2 million guests, 4,1 million overnight stays and 224, 3 thousand euros in total incomes (Turismo de Portugal, 2011). The second examination of the document in 2013 made new objectives to the region only in overnight stays with the number being raised again, this time to 4,2 million overnight stays, with 1,8 million belonging to foreign guests. These forecasts were met and exceed with the preliminary data points to 4,5 million overnight stays in 2015 and 1,9 million foreign tourist passing the night in Centro (Turismo de Portugal, 2013a).

The strategy to follow on the last review compared with the first document had a change in the importance in the strategic products with golf and housing tourism loosing significance in the region. The main products were touring, not only cultural but religious too, health and nature tourism with sun and sea and food and beverage tourism being complementary products. Nautical tourism was considered an emergent product in the region (Turismo de Portugal, 2013a).

The new document came in 2014, related to the European Union eight framework programme Horizon 2020, which gave to the country 25 000 million euros until 2020 to stimulate economic growth and job creation. In the new document, also to regulate the tourism in the

2014-2020 period, the Portuguese government change the paradigm and choose not to define development marks and give only the conditions to the sector be competitive and meet the demands of travellers that come to the country. The document is written upon five principles: the **liberty** of initiative to create and offer the best value proposal, the **opening** to change, innovation and new market trends, the **collaborative spirit** with all the stakeholders and other organization who had interest in tourism and the **knowledge** as the best business opportunity to understand what it comes in their way and **people** (Turismo de Portugal, 2014a).

The Turismo de Portugal (TP) puts people in the central position when it comes to build a tourism strategy and realizes that **people only travel when they have the motivation for that**, so it is necessary to build activities, products and **experiences that meet their motivations**. (Turismo de Portugal, 2014a). So for Portugal they have to match the tourists´ specific motivationa with products, taking in account the potential of the territory, who in turn, provide experiences, which translate in tourist satisfaction, closing the circle represented in figure 40.

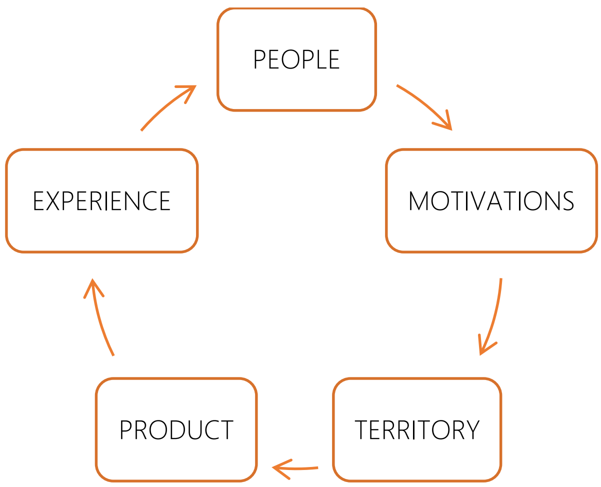



**Figure 40 - The creation of experiences and tourist satisfaction cycle**
Source: Based on Turismo de Portugal (2014a)

The organism suggests that the centre of value chain in tourism must be shifted from accommodation to **experience creation** (Turismo de Portugal, 2014a), generating conditions to an emerge of authentic, meaningful and genuine experiences, answering the market demands.

These products and experiences should be build respecting a set of factors given by the document: historic, patrimonial and cultural **authenticity**, **customized offer** to specific interests and demands, **innovative** and disruptive content relevant to different audiences, incorporation of **technological features** and facilities, and social, cultural, economic and environmental **sustainability** (Turismo de Portugal, 2014a).

The bet on experiences is also a "weapon" to fight the seasonality (Turismo de Portugal, 2014a), with the country help companies and businesses creating products and experiences capable of generate demand when there is less people traveling.

Given the overall strategy, Centro region is included in the document as a touristic affirmation territory, meaning that represents less than 5% of overall country demand and the main goal to these territories is to boost the touristic development with the transformation of their resources in products and experiences and proceed to their promotion and sale (Turismo de Portugal, 2014a).

The action plan of 2020 strategy identified Centro region main touristic resources mentioned in the figure 41 and in a diagnosis region by region, the organism acknowledges three resources in the sub region offer, presented in figure 42.

- Fátima and Coimbra;
- Temples, Castles and Monuments;
- Beaches;
- Golf courses and surf;
- Historic cities and villages;
- Mountain ranges and Caves (ex: Serra da Estrela and Mira D'Aire);
- Mineral water quality and diversity;
- Gastronomy.

**Figure 41 - Main touristic resources in Centro region in 2020 tourism strategy**
Source: Based on Turismo de Portugal (2014b)

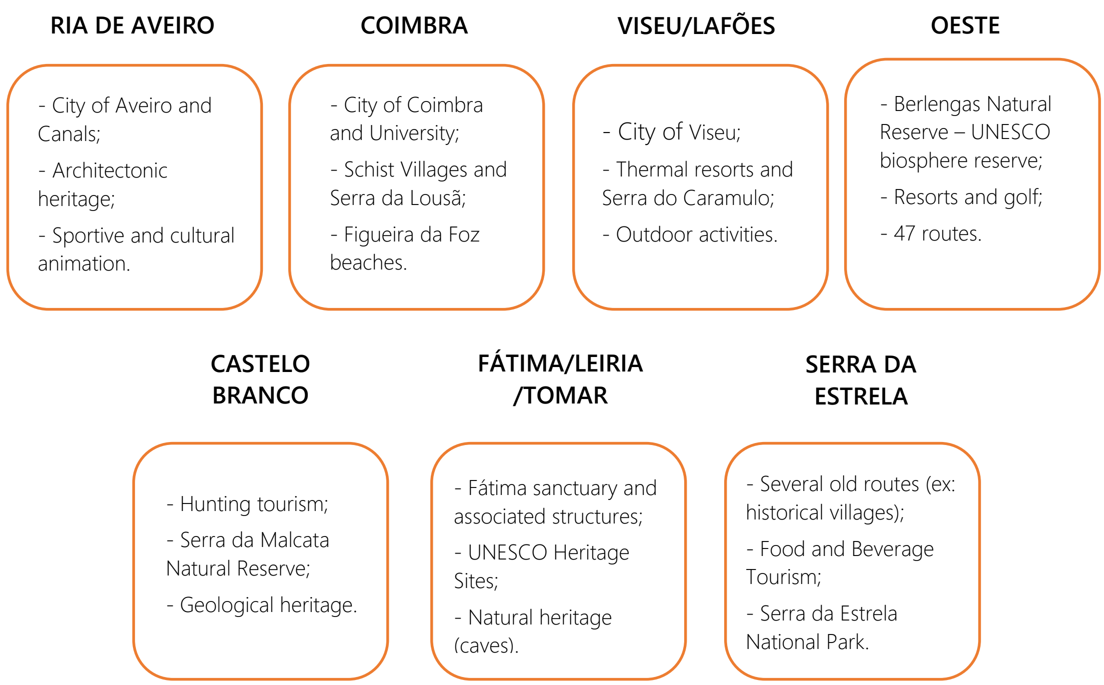



**Figure 42 - Main tourist resources in Centro by sub region**
Source: Based on Turismo de Portugal (2014b)

Among the 94 projects funded by the action plan related to qualify the territory and their distinctive resources, four were executed entirely in the region (Historic Villages big route; World Heritage Sites route – Alcobaça, Batalha, Tomar and Coimbra axis; Oeste Portugal Surf and Conimbriga Monographic Musuem) and another five with collaboration from other entities, one of them in collaboration with Galicia, in Spain (Turismo de Portugal, 2013b)

Going from a national to a regional view, the first organization to look up is the Centro´s coordination and regional development committee (CCDR-C), responsible to implement the policies in the region related to environment, land-use planning and regional development, promote the coordination between the decentralized regional services and serve as technical support to local authorities and their associations (CCDRC, 2013).

The planning for the region is made according with the funding from the European Union Framework Program (CCDRC, 2013, 2014a, 2014b). The actual framework program for the region is called Centro 2020 and puts tourism as an economic differentiated factor in relation to other regions and set eleven goals to achieve until 2020 (figure 43).

Along the document there are references to the focus on the surf tourism and the niche of health tourism (e.g. cardiology and organ transplants) and well-being (e.g. hydrotherapy, bioclimatism, physiotherapy). The program also reserves 35 million euros to increase the number of guests in natural and cultural heritage sites to 255 000 guests per year and rise the number of overnight stays to a gap between 4,1 and 4,3 million (CCDRC, 2013, 2014a, 2014b).

- State the Centro region as a **sustainable destination**, developing the tourism and the territory together promoting the territorial cohesion;
- **Developing, qualification and requalification the existing tourism offer**, exploring technology and tourism inclusive nature;
- Bet on **different types of tourism** (health and well-being, religious, nature, cultural, food and beverage, hunting, sports and scientific);
- Be **coherent and reinforce synergies between touristic and regional promotion**, around the positioning designed in the document;
- Catch **new investors and innovative projects**, adapted to the market trends and promote partnerships and networks to create new integrated offers;
- **Solidification of the existing routes**, betting on endogenous resources (e.g. wine), customs and ancient knowledge (e.g. pottery and glass) and cultural production (e.g. writers);
- Consider **new emerging outbound markets**, the Portuguese diaspora, the ERASMUS students and Spain, through targeted campaigns;
- A **segmented, careful and selective marketing strategy**, choosing the right strategy, tourism trade shows and national and international events to promote the region;
- **Creation of a Tourism Monitoring Centre**, oriented by European Tourist Indicator System for Sustainable Destination Guidelines;
- **Human resource qualification** through specific training with collaboration with professional schools and universities;
- **Reinforcement of regional capacity** in generate **knowledge and investigation, development and innovation** (IDI) in tourism.

**Figure 43 - Tourism goal to achieve until 2020 in Centro region**
Source: Based on CCDR-C (2013)

The organization who takes responsibility for tourism in Centro is TCP and his mission is to develop the potentiality of Centro region and promote the territory internally, managing the tourism policy defined by the government and other public entities. The model followed by the organization to develop the tourism is to offer to the tourist a singular, emotional and different destination, keeping the authenticity, but customized the experience to the traveller, while in the demand side meet the tourists´ needs, who have more free time and want to spend it with outstanding experiences, accessing to all the information through internet and mobile devices. This development is grounded in three vectors: internationalization with special focus in Spain, a marketing language more professionalized, segmented and selective and research (Turismo Centro de Portugal, 2015).

The marketing strategy follow by this institution is divided in ten actions achievable in three years. The first action is to **develop a media campaign allowing the new brand to be positioned** based on a best bets map divided in **4 axes: culture, history and heritage, scientific and technological tourism, health, nature and well-being and housing tourism and lifestyle migration** (figure 44) (Turismo Centro de Portugal, 2015)

**CULTURE, HISTORY AND HERITAGE**

- Distinctive Gastronomy;
- Archaeological interest zones;
- Material and Immaterial heritage;
- Popular events and parties;
- Handcraft and endogenous products;
- Historic landmarks.

**SCIENTIFIC AND TECHNOLOGICAL TOURISM**

- International scientific conferences;
- Live science factories;
- Technological property
- Science museums.

**HEALTH, NATURE AND WELL-BEING**

- Thermal baths and spas;
- Faith and religion;
- Pilgrimage – Saint James path;
- Sports facilities;
- Medical procedures;
- Mountain ranges and hiking;
- Golf;
- Sea and river beaches;
- Surf;
- Water sports and boating.

**HOUSING TOURISM / LIFESTYLE MIGRATION**

- Resorts and Golf - Oeste

**Figure 44 - Positioning of Centro region achieved by a Best Bets framework**
Source: Based on Saur-Amaral *et al.* (2014) and Turismo Centro de Portugal (2015)

The second, third and fourth action are related to market research and **segment the Portuguese descendants** (action 2)**, Jewish** (action 3) **and centre and north European markets** (action 4) (Turismo Centro de Portugal, 2015) to identify and develop products, to later work on marketing these groups. The centre and north European market will be research with the goal of understand the interest in acquire a second or definitive residence in a friendlier weather.

Actions five, six and seven are related to unite all the stakeholders, **creating a network oriented to develop structured products in accordance with the new positioning** (action 5). For these networks, TCP is counting with **universities and other entities involved in research, science and technology** (action 6) to develop scientific and technological tourism.

**Travel agents and tourists** are also called to participate in a **process of co-creation and evaluation of products and experiences** (action 7) (Turismo Centro de Portugal, 2015) to ensure personalization demanded by travellers.

The last three actions refer to the promotion of relational marketing with the **implementation of a Customer Relationship Management (CRM) system** (action 8), the **training of all stakeholders involved in the promotion of the region to acknowledge the new positioning** (action 9) and **attract new foreign investors** to the territory (action 10) (Turismo Centro de Portugal, 2015).

The new strategy came with the identification of **six market segments, two Portuguese and fours Spanish**, with potential to intensify the consumption of tourism products, increase the RevPAR, average stay and get new tourists with segmented campaigns using the knowledge acquired in this segmentation (Saur-Amaral, Aragonez, Gouveia, Damas, & Constantino, 2013; Turismo Centro de Portugal, 2015). Among the several items analysed, the authors recognized four types of products with interest to this segments: (i) cities, (ii) sun/sea, (iii) villages and rural zones and (iv) monuments and heritage.

Part of the promotion made by TCP and Agência Regional de Promoção Turístrica Centro de Portugal (ARPTCP), responsible for promoting the region abroad, is in the promotional website *visitcentrodeportugal.com*. When analysed the products in their main page (figure 43) with the main products considered by Turismo de Portugal (figure 41) the products are not aligned. Even some of the products in website can be inserted in one category in the main products selected by TP, clearly there is a gap between the two entities promotion for the region.

- Surf in Centro de Portugal
- Fátima
- Historical Villages
- Viseu
- Serra da Estrela
- Coimbra
- Óbidos
- Batalha
- Castelo Branco
- Alcobaça
- Aveiro

**Figure 45 - Main products promoted in the visitcentrodeportugal.com.pt website**
Source: (Turismo Centro de Portugal & Agência Regional de Promoção Turística Centro de Portugal, 2016)

The main conclusion in this section is there are good planning strategies from national and regional entities but they not align with each other, a separation that can could lead to some problems in the future. In the regional domain the two entities analysed look with their strategies aligned with each other, a sign of commitment with a single strategy, a behaviour that could lead to better results to the future of the region.

## 6.6. MILLENNIALS AND CENTRO REGION

Neither Portugal or Centro region has a strategy or segment focused on millennials and the statistics existent do not divide tourists by age to a better understanding how many millennials visit Portugal and the region.

Nevertheless, taking what it has been said in the chapter about millennials and tourism, and taking in account the several document used to analyse the region, there are some considerations to make. Both national and regional plan wants to create outstanding and authentic experiences, a motivational factor identified among millennials, and the national plan showed the path putting the people in the centre of experience creation and how to transform a territory and a product into an experience.

The national strategy also points to the development of sharing economy and how this new offer can turn the market even more competitive and more close to the tourist, showing the authenticity of the region and, at the same time more revenue to traditional businesses and services (Turismo de Portugal, 2014a). As early adopter of this type of offer, the liberalization of this offers can help the millennials "fall in love" more quickly with Centro.

As analysed in the millennials section, this cohort does not seek only leisure on their travels, looking for work and studied abroad and take experiences instead of just relax or walking from one attraction to another. Centro region targeted one of this segments, more particularly, the ERASMUS students, considering an emerging outbound market by CCDR-C, and TCP had a budget to apply in 2015 in this market of EUR 2 500 to promote the region. With nine public universities in the territory (CCDRC, 2013) and the information researched about this segment in the millennials chapter, the bet on this market can have a good result for the tourism development in Centro.

The segmentation made by the region marketing plan contemplate a segment with the right location in time but it is limited in nationality to Portuguese and the motivations are not clarified enough to classify this segment as millennial.

## 6.7. CONCLUSION

This chapter wanted to analyse the Centro de Portugal region. Beginning with a territorial analysis, this region is identified as the biggest in Portugal territory, giving the potential to create rewarding experiences.

The analysis of tourist offer shows an increase in lodging capacity and a predominance of this capacity in the coast line. The recreational and cultural services display the diversity on this facilities, going from a great number of venues for performances and museums to a significant number of protected and classified areas.

The tourist demand has been sustainably increasing both in number of guests as overnight stays, showing a solid development. The analysis of this numbers also shows a high level of seasonality, with the 4 months of high season (June, July, August and September) representing almost half of the year´s result. Other data points to an increase in lodging and total incomes and the maintainance of the number of average stay, the lowest of all Portuguese regions, tie with Norte region.

Regarding the strategy followed by the region, the main measures identified are the new positioning towards four different segments: (i) culture, history and heritage, (ii) scientific and technological tourism, (iii) health, nature and well-being, and (iv) housing tourism/lifestyle migration. Also in the strategy were identified new segment markets to develop products. Portuguese descendants, Jewish and centre and north European markets were the chosen. To this segments this approach selected six major markets, two Portuguese and four Spanish to increase the consumption and the RevPar.

A lack of alignment in the national and regional strategies was identified, however the two regional entities considered in this analysis had very similar approach to strategy to apply in the region. This absence of the same orientation between national and regional entities can lead to developing problems and different communication when promoting the region abroad.

The next step with all these strategies is carefully measured the effectiveness of each one and constantly adapt them, as the market trends also adapt. Centro de Portugal region has a lot of potential and with the right strategy can develop even more and compete with the top regions in the country.

# 7. DATA ANALYSIS AND DISCUSSION

## 7.1. INTRODUCTION

The present chapter wants to achieve the research´s main objective and answer the main question: "Is Centro de Portugal and their tourism agents prepared to meet the Millennials´ needs and demands?". To retort this question, the main objective of this chapter is to **demonstrate if Centro de Portugal and their agents are prepared to meet the millennials´ needs and demands.**

To achieve this objective, the chapter starts with a sociodemographic examination on interviewed (7.2.) followed by the data analysis, divided by the three main hypothesis on this research: analysis on millennials (7.3.), Centro de Portugal (7.4.) and millennials visiting Centro de Portugal (7.5.). In each section they will be divided in subsections, by their second level hypothesis. The data will be analysed using the frequency tables obtained by SPSS software, version 24. To finish the chapter, a section will discuss about the main aspects obtained in the data analysis (7.6.).

## 7.2. INTERVIEWED`S SOCIODEMOGRAPHIC ANALYSIS

In relation to the interviewers´ sociodemographic profile[1], they are mostly men (77,8%), with age comprehend between 35 and 44 (52,9%). The other inquired entities representatives were between 45 and 54 (23,5%), 25 and 34 (11,8%), and 55-64 (11,8%) (N=17).

When it comes to their academic qualifications, more than half has a master of post-graduation (61,1%), followed by six representatives with a bachelor (33,3%) and only one agent is not graduated by a university, with a Technician/Professional degree (5,6%).

Analysing their place of residence, Aveiro is the city "in the lead" (27,8%), followed by Coimbra (16,7%) with the other representatives being all from different cities as shown in the table 24. Only one agent lives outside the territory in analysis (TP). Due to their national responsibility is comprehensive that is located in country´s capital.

[1] The valid answer number (N) is will only be mentioned when there is any *missing* on the questions´ responses. When is not referred, the answers´ number will be equal to 18.

**Table 24 – Entities representatives´ place of residence**

| MUNICIPALITY | FREQUENCY | PERCENT (%) | CUMULATIVE PERCENT (%) |
|---|---|---|---|
| **Aveiro** | 5 | 27,8 | 27,8 |
| **Coimbra** | 3 | 16,7 | 44,4 |
| **Belmonte** | 1 | 5,6 | 50,0 |
| **Fundão** | 1 | 5,6 | 55,6 |
| **Idanha a Nova** | 1 | 5,6 | 61,1 |
| **Leiria** | 1 | 5,6 | 66,7 |
| **Lisboa** | 1 | 5,6 | 72,2 |
| **Penela** | 1 | 5,6 | 77,8 |
| **Peniche** | 1 | 5,6 | 83,3 |
| **Tomar** | 1 | 5,6 | 88,9 |
| **Torres Vedras** | 1 | 5,6 | 94,4 |
| **Vila Nova de Gaia** | 1 | 5,6 | 100,0 |
| **Total** | 18 | 100,0 | |

Source: Self elaboration

Examining the entities representatives´ roles in the organization, as seen in the table 25, the majority of roles are on the top organizational postions of each inquired entity. Most of the representatives are section coordinators (22,2%) and CEO (16,7%).

**Table 25 - Entities representatives´ roles in the organizations**

| ROLE IN THE ORGANIZATION | FREQUENCY | PERCENT (%) | CUMULATIVE PERCENT (%) |
|---|---|---|---|
| **Section Coordinator** | 4 | 22,2 | 22,2 |
| **CEO** | 3 | 16,7 | 38,9 |
| **Coordinator** | 2 | 11,1 | 50,0 |
| **Director** | 2 | 11,1 | 61,1 |
| **General Manager** | 2 | 11,1 | 72,2 |
| **Other roles** | 2 | 11,1 | 83,3 |
| **COO** | 1 | 5,6 | 88,9 |
| **Entity President** | 1 | 5,6 | 94,4 |
| **Managing Partner** | 1 | 5,6 | 100,0 |
| **Total** | 18 | 100,0 | |

Source: Self elaboration

## 7.3. ANALYSIS ON MILLENNIALL GENERATION

### 7.3.1. MILLENNIALS´ MAIN CHARACTERISTICS

The first analysis takes in account the general opinion about the millennial generation and their travel habits. The first question was related to the cohort´s main characteristics. As seen in table 26, **national and regional entities from the public sector agreed in approximately 86% (12) of the characteristics** present in the interview script.

**Table 26 - Frequency analysis for validation on hypothesis H 1.1.1**

| CHARACTERISTICS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Instant feedback and gratification | TP | | | | | 100% |
| | TCP | | | | | 100% |
| Collaborative spirit / Team work | TP | | | | 100% | |
| | TCP | | | | 100% | |
| Balance between personal and work life | TP | | | 100% | | |
| | TCP | | | | 100% | |
| Confident and well-assured | TP | | | | 100% | |
| | TCP | | | | 100% | |
| Positive thinking and optimistic outlook in life | TP | | | | | 100% |
| | TCP | | | | 100% | |
| Ambitious / Risk taker / Success oriented | TP | | | | 100% | |
| | TCP | | | | 100% | |
| Sheltered / Pressured / Family Involvement | TP | | 100% | | | |
| | TCP | | | | 100% | |
| Multitasker | TP | | | | | 100% |
| | TCP | | | | 100% | |
| Rebellious | TP | | | 100% | | |
| | TCP | | | 100% | | |
| Narcissist | TP | | 100% | | | |
| | TCP | | | 100% | | |
| Autonomous / Independent / Wants to show his / her individuality | TP | | | 100% | | |
| | TCP | | | | 100% | |
| Wants to create an impact in the world / Cause-related work | TP | | | | | 100% |
| | TCP | | | | 100% | |
| Open-minded | TP | | | | 100% | |
| | TCP | | | | 100% | |
| Worried with community well-being | TP | | | | 100% | |
| | TCP | | | 100% | | |

Source: Self elaboration

The options instant feedback and gratification, collaborative spirit/team work, balance between personal and work life, confident and well-assured, positive thinking and optimistic outlook in life, ambitious/risk taker/success oriented, multitasker, rebellious, autonomous/ independent/wants to show his/her individuality, wants to create an impact in the world/cause-related work, open-minded and worried with community well-being were seen by these entities as characteristic or very characteristic. With this result, **hypothesis H 1.1.1 is proven to be true**.

**When comparing the two regional entities (table 27), their alignment was obtained in 86% (12) of the times**, all of these identified as characteristic or very characteristic features. Only the collaborative spirit/team work and the family involvement/pressured/sheltered feeling are outside the entities choices. With this results, **hypothesis H 1.1.2 is proven to be true**.

**Table 27 - Frequency analysis for validation on hypothesis H 1.1.2**

| CHARACTERISTICS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Instant feedback and gratification | CCDR-C | | | 100% | | |
| | TCP | | | | | 100% |
| Collaborative spirit / Team work | CCDR-C | | 100% | | | |
| | TCP | | | | 100% | |
| Balance between personal and work life | CCDR-C | | | 100% | | |
| | TCP | | | | 100% | |
| Confident and well-assured | CCDR-C | | | 100% | | |
| | TCP | | | | 100% | |
| Positive thinking and optimistic outlook in life | CCDR-C | | | 100% | | |
| | TCP | | | | 100% | |
| Ambitious / Risk taker / Success oriented | CCDR-C | | | | 100% | |
| | TCP | | | | 100% | |
| Sheltered / Pressured / Family Involvement | CCDR-C | | 100% | | | |
| | TCP | | | | 100% | |
| Multitasker | CCDR-C | | | | 100% | |
| | TCP | | | | 100% | |
| Rebellious | CCDR-C | | | | 100% | |
| | TCP | | | 100% | | |
| Narcissist | CCDR-C | | | | 100% | |
| | TCP | | | 100% | | |
| Autonomous / Independent / Wants to show his / her individuality | CCDR-C | | | | 100% | |
| | TCP | | | | 100% | |
| Wants to create an impact in the world / Cause-related work | CCDR-C | | | 100% | | |
| | TCP | | | | 100% | |
| Open-minded | CCDR-C | | | | 100% | |
| | TCP | | | | 100% | |
| Worried with community well-being | CCDR-C | | | 100% | | |
| | TCP | | | 100% | | |

Source: Self elaboration

When it comes to compare **public and private regional entities (table 28) they have an understanding about millennials´ traits in 21 % (3) of the times** considering the balance between personal and work life, open-minded spirit and the concern for the well-being of the community as characteristic or very characteristic millennials´ attributes. This analysis concludes that **hypothesis H 1.1.3 is false**.

**Table 28 - Frequency analysis for validation on hypothesis H 1.1.3**

| CHARACTERISTICS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Instant feedback and gratification** | Reg. Public | | | 50% | | 50% |
| | Reg. Private | | 50% | | | 50% |
| **Collaborative spirit / Team work** | Reg. Public | | 50% | | 50% | |
| | Reg. Private | | 50% | | 50% | |
| **Balance between personal and work life** | Reg. Public | | | **50%** | **50%** | |
| | Reg. Private | | | | | **100%** |
| **Confident and well-assured** | Reg. Public | | | 50% | 50% | |
| | Reg. Private | | 100% | | | |
| **Positive thinking and optimistic outlook in life** | Reg. Public | | | 50% | 50% | |
| | Reg. Private | | 50% | 50% | | |
| **Ambitious / Risk taker / Success oriented** | Reg. Public | | | | 100% | |
| | Reg. Private | | 50% | 50% | | |
| **Sheltered / Pressured / Family Involvement** | Reg. Public | | 50% | | 50% | |
| | Reg. Private | | | | 100% | |
| **Multitasker** | Reg. Public | | | | 100% | |
| | Reg. Private | | 50% | 50% | | |
| **Rebellious** | Reg. Public | | | 50% | 50% | |
| | Reg. Private | 50% | | | 50% | |
| **Narcissist** | Reg. Public | | | 50% | 50% | |
| | Reg. Private | 50% | | | | 50% |
| **Autonomous / Independent / Wants to show his / her individuality** | Reg. Public | | | | 100% | |
| | Reg. Private | | 100% | | | |
| **Wants to create an impact in the world / Cause-related work** | Reg. Public | | | 50% | 50% | |
| | Reg. Private | | 50% | 50% | | |
| **Open-minded** | Reg. Public | | | | **100%** | |
| | Reg. Private | | | | | **100%** |
| **Worried with community well-being** | Reg. Public | | | **100%** | | |
| | Reg. Private | | | **50%** | **50%** | |

Source: Self elaboration

Analysing the answers of **product/experience managers and local private companies (table 29), their agreement was achieved in 86% (12) of the traits analysed in this question**. The only two features not align between these two entities were the two only negative characteristics present in the options (narcissist and rebellious). The conclusion on this analysis validates **hypothesis H 1.3.4 as true.**

**Table 29 - Frequency analysis for validation on hypothesis H 1.1.4**

| CHARACTERISTICS | ENTITIES | FREQUENCIES 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| **Instant feedback and gratification** | Local Private | | | | **42,9%** | **57,1%** |
| | Product Manager | 14,3% | | 14,3% | **28,6%** | **42,9%** |
| **Collaborative spirit / Team work** | Local Private | | | **42,9%** | **28,6%** | **28,6%** |
| | Product Manager | | 14,3% | **28,6%** | **57,1%** | |
| **Balance between personal and work life** | Local Private | | 14,3% | **28,6%** | **28,6%** | **28,6%** |
| | Product Manager | 14,3% | | **28,6%** | **28,6%** | **28,6%** |
| **Confident and well-assured** | Local Private | | 14,3% | **28,6%** | **28,6%** | **28,6%** |
| | Product Manager | | | **42,9%** | **57,1%** | |
| **Positive thinking and optimistic outlook in life** | Local Private | | 14,3% | **28,6%** | **42,9%** | **14,3%** |
| | Product Manager | | | **57,1%** | **28,6%** | **14,3%** |
| **Ambitious / Risk taker / Success oriented** | Local Private | | | **14,3%** | **42,9%** | **42,9%** |
| | Product Manager | | | **28,6%** | **71,4%** | |
| **Sheltered / Pressured / Family Involvement** | Local Private | | 28,6% | **42,9%** | **14,3%** | **14,3%** |
| | Product Manager | 14,3% | 14,3% | **28,6%** | **14,3%** | **28,6%** |
| **Multitasker** | Local Private | | | **42,9%** | **42,9%** | **14,3%** |
| | Product Manager | | | **85,7%** | | **14,3%** |
| **Rebellious** | Local Private | | 14,3% | 57,1% | 14,3% | 14,3% |
| | Product Manager | | 42,9% | 42,9% | | 14,3% |
| **Narcissist** | Local Private | | 28,6% | 28,6% | 42,9% | |
| | Product Manager | 28,6% | 28,6% | 14,3% | 14,3% | 14,3% |
| **Autonomous / Independent / Wants to show his / her individuality** | Local Private | | | **42,9%** | **28,6%** | **28,6%** |
| | Product Manager | | | **57,1%** | **28,6%** | **14,3%** |
| **Wants to create an impact in the world / Cause-related work** | Local Private | | | **57,1%** | **28,6%** | **14,3%** |
| | Product Manager | | 14,3% | **28,6%** | **28,6%** | **28,6%** |
| **Open-minded** | Local Private | | 14,3% | | **57,1%** | **28,6%** |
| | Product Manager | | | | **85,7%** | **14,3%** |
| **Worried with community well-being** | Local Private | | 14,3% | **57,1%** | **28,6%** | |
| | Product Manager | | | **71,4%** | **28,6%** | |

Source: Self elaboration

Putting together all the third level hypothesis analysed in this section (table 30) three of four hypotheses were proven to be true (H 1.1.1, H 1.1.2, H 1.1.4) and only one was validated as false (H 1.1.3), concluding that **hypothesis H 1.1 is true**.

**Table 30 - Validation of hypothesis H 1.1**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 1.1** | **The entities´ perception about the millennials main characteristics is aligned** | **TRUE** |
| H 1.1.1 | There is an alignment between national and regional public entities in understand what are the millennials´ main characteristics | TRUE |
| H 1.1.2 | There is an alignment between regional public entities in understand what are the millennials´ main characteristics | TRUE |
| H 1.1.3 | There is an alignment between private and public regional entities in understand what are the millennials´ main characteristics | FALSE |
| H 1.1.4 | There is an alignment between managers and private entities conducting their business in a specific product/experience in understand what are the millennials´ main characteristics | TRUE |

Source: Self elaboration

### 7.3.2. WHAT MOTIVATES A MILLENNIAL TO TRAVEL

After identified the main characteristics, the next phase was discovered what entities inquired thought about the main reasons behind the millennials´ willingness to travel. When comparing national and regional public entities, a very clearly difference is seen by the table 31. **Between the motivations chosen (5) the entities only agreed in 20% (1)** (learn something new, stimulating the curiosity), showing **hypothesis H 1.2.1 as false**.

**Table 31 - Frequency analysis for validation on hypothesis H 1.2.1**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | TP | TCP |
| **Learn something new, stimulating curiosity** | **100%** | **100%** |
| **Find something unique** | | 100% |
| **Search for emotional and memorable experiences** | | 100% |
| **Personal development, through a contact with a new culture** | | 100% |
| **Find Hidden gems, outside the mass tourism circuit** | | 100% |

Source: Self elaboration

When **comparing the two regional entities,** regarding the millennials´ motivations to travel (table 32), they **selected 6 different motivations and agreed in 67% (4) of them**. Learning of something new, stimulating the curiosity, find something unique and search for emotional and memorable experiences are seen are the motives which both organization have the same positive opinion. Given this result, **hypothesis H 1.2.2 is proven to be true**.

**Table 32 - Frequency analysis for validation on hypothesis H 1.2.2**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | CCDR-C | TCP |
| **Relaxation / Stress relieve** | 100% | |
| **Learn something new, stimulating curiosity** | **100%** | **100%** |
| **Find something unique** | **100%** | **100%** |
| **Search for emotional and memorable experiences** | **100%** | **100%** |
| **Personal development, through a contact with a new culture** | | 100% |
| **Find Hidden gems, outside the mass tourism circuit** | **100%** | **100%** |

Source: Self elaboration

Analysing the **regional entities,** comparing the results between **public and private entities** (table 33), this research shows an **agreement in 9% (1) of the 11 different motivation selected** (search for emotional and memorable experiences), showing that these entities are unaligned in their perception on what motivates a millennial to travel, **validating hypothesis H 1.2.3 as false**.

**Table 33 - Frequency analysis for validation on hypothesis H 1.2.3**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | REG. PUBLIC | REG.PRIVATE |
| Relaxation / Stress relieve | 50% | |
| Learn something new, stimulating curiosity | 100% | 50% |
| Exhibitionism to their peers / Show off | | 50% |
| Historic, patrimonial and cultural authenticity | | |
| Find something unique | 100% | 50% |
| Find something new | | |
| Search for emotional and memorable experiences | **100%** | **100%** |
| Personal development, through a contact with a new culture | 50% | 50% |
| Sign in a high school / university abroad | | 50% |
| Find Hidden gems, outside the mass tourism circuit | 100% | 50% |
| Festival or cultural agenda | | 100% |

Source: Self elaboration

Taking in account the **managers and private companies in specific products/experiences** (table 34), **the data does not show any consensus between these organizations**, of the 15 different motives chosen by these entities. It is also important to notice that only two motives from the total present in the question were not selected (faith/religion and business trip). Given the conclusion obtained by the data, **hypothesis H 1.2.4. is proven to be false**.

**Table 34 - Frequency analysis for validation on hypothesis H 1.2.4**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | LOCAL PRIVATE | PRODUCT MANAGER |
| Relaxation / Stress relieve | 57% | 14% |
| Visit family and / or friends | | 14% |
| Learn something new, stimulating curiosity | 57% | 71% |
| Exhibitionism to their peers / Show off | 29% | 29% |
| Historic, patrimonial and cultural authenticity | 43% | 57% |
| Find something unique | 100% | 43% |
| Find something new | 29% | 29% |
| Search for emotional and memorable experiences | 57% | 100% |
| Personal development, through a contact with a new culture | 29% | 43% |
| Sign in a high school / university abroad | | 29% |
| Find Hidden gems, outside the mass tourism circuit | 57% | 14% |
| Revisit a destination due to the significant in previous travels | 14% | |
| Local food | 14% | |
| Participate in a conference or congress | 14% | |
| Festival or cultural agenda | 14% | 57% |

Source: Self elaboration

With all the data about the millennials´ motivation to travel analysed, a summary is made in table 35, showing **hypothesis H 1.2 as false**, due to the three false hypotheses (H 1.2.1, H 1.2.3, H 1.2.4) against one validated as true (H 1.2.2).

**Table 35 - Validation of hypothesis H 1.2**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 1.2** | **The entities´ perception about the millennials´ motivations to travel are not aligned** | **FALSE** |
| H 1.2.1 | There is a gap between national and regional public entities in comprehend what motivates a millennial to travel | FALSE |
| H 1.2.2 | There is a gap between regional public entities in comprehend what motivates a millennial to travel | TRUE |
| H 1.2.3 | There is a gap between private and public regional in comprehend what motivates a millennial to travel | FALSE |
| H 1.2.4 | There is a gap between managers and private entities conducting their business in a specific product/experience in comprehend what motivates a millennial to travel | FALSE |

Source: Self elaboration

### 7.3.3. SOURCES OF INFORMATION USED WHEN PLANNING A TRIP

The next question asked to entities in relation to millennials and their touristic behaviours were the identification on the sources of information used by this cohort. Starting by compare the **national and regional public entities** (table 36), these two organizations **agreed in 75% (5) of times.** The respondents considered family/friends, opinion makers/bloggers, internet and social media as important or very important and travel agents and exhibitions and trade shows as not important sources of information for millennials. Given the results obtained, **hypothesis H 1.3.1 is proven to be true.**

**Table 36 - Frequency analysis for validation on hypothesis H 1.3.1**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | TP | | 100,0% | | | |
| | TCP | | | 100,0% | | |
| **Family / Friends** | TP | | | | | **100,0%** |
| | TCP | | | **100,0%** | | |
| **Travel agents** | TP | | **100,0%** | | | |
| | TCP | | **100,0%** | | | |
| **Opinion makers / Bloggers** | TP | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Internet** | TP | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Social Media** | TP | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | TP | | **100,0%** | | | |
| | TCP | **100,0%** | | | | |
| **Books, guides and destination brochures** | TP | 100,0% | | | | |
| | TCP | | | | 100,0% | |

Source: Self elaboration

The next analysis concerns with the **two regional public entities** (table 37), where their **level of alignment regarding the sources of information used reached also to 75% (6).** They agreed that previous experiences, opinion makers/bloggers; internet and social media are important or very important sources of information, while travel agents and exhibitions and trade shows were considered as not important sources. With this result, **hypothesis H 1.3.2 is proven to be true.**

**Table 37 - Frequency table for validation on hypothesis H 1.3.2**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | CCDR-C | | | **100,0%** | | |
| | TCP | | | **100,0%** | | |
| **Family / Friends** | CCDR-C | | 100,0% | | | |
| | TCP | | | 100,0% | | |
| **Travel agents** | CCDR-C | | **100,0%** | | | |
| | TCP | | **100,0%** | | | |
| **Opinion makers / Bloggers** | CCDR-C | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Internet** | CCDR-C | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Social Media** | CCDR-C | | | **100,0%** | | |
| | TCP | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | CCDR-C | **100,0%** | | | | |
| | TCP | **100,0%** | | | | |
| **Books, guides and destination brochures** | CCDR-C | 100,0% | | | | |
| | TCP | | | | 100,0% | |

Source: Self elaboration

When it comes to examine the alignment between **public and private regional entities (table 38), they reached to an understanding in 62,5% (5) of the times**, seeing opinion makers/bloggers internet and social media as important or very important sources of information while travel agents and exhibitions and trade shows were counted as not important, demonstrating **hypothesis H 1.3.3 as true**. Note that of the private organization suggest that mobile apps are also an important source of information for millennials.

**Table 38 - Frequency analysis for validation on hypothesis H 1.3.3**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | Reg. Public | | | 100,0% | | |
| | Reg Private | 50,0% | | | 50,0% | |
| **Family / Friends** | Reg. Public | | 50,0% | 50,0% | | |
| | Reg Private | | 50,0% | | 50,0% | |
| **Travel agents** | Reg. Public | | **100,0%** | | | |
| | Reg Private | | **100,0%** | | | |
| **Opinion makers / Bloggers** | Reg. Public | | | | **50,0%** | **50,0%** |
| | Reg Private | | | | | **100,0%** |
| **Internet** | Reg. Public | | | | | **100,0%** |
| | Reg Private | | | | | **100,0%** |
| **Social Media** | Reg. Public | | | **50,0%** | | **50,0%** |
| | Reg Private | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | Reg. Public | **100,0%** | | | | |
| | Reg Private | **100,0%** | | | | |
| **Books, guides and destination brochures** | Reg. Public | 50,0% | | | 50,0% | |
| | Reg Private | | 50,0% | 50,0% | | |
| **Other (mobile apps)** | Reg. Public | | | | | |
| | Reg Private | | | 50,0% | | |

Source: Self elaboration

When evaluating the **local private entities with the managing entities of a specific product/experience (table 39), their level of agreement was in 50% (4),** regarding the sources of information questioned in the interview. These organizations see family/friends, opinion makers/bloggers, internet and social media as important or very important sources of information when millennials are planning a trip. With this result taken in account, **hypothesis H 1.3.4 is not validated, due to their level of uncertainty regarding the final result**. Note that one of the local product/experience´s manager identified the traditional media as an important source of information for millennials besides the identified in the interview.

Table 39 - Frequency analysis for validation on hypothesis H 1.3.4

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | Local Private | 14,3% | 28,6% | 42,9% | 14,3% | |
| | Product Manager | 28,6% | 14,3% | 14,3% | 28,6% | 14,3% |
| **Family / Friends** | Local Private | | 28,6% | | **71,4%** | |
| | Product Manager | | 14,3% | **42,9%** | **28,6%** | **14,3%** |
| **Travel agents** | Local Private | 14,3% | 42,9% | | 28,6% | |
| | Product Manager | 42,9% | 14,3% | 28,6% | 14,3% | |
| **Opinion makers / Bloggers** | Local Private | | | | **42,9%** | **57,1%** |
| | Product Manager | | | | **57,1%** | **42,9%** |
| **Internet** | Local Private | | | | **28,6%** | **71,4%** |
| | Product Manager | | | | **57,1%** | **42,9%** |
| **Social Media** | Local Private | | 14,3% | | **28,6%** | **57,1%** |
| | Product Manager | | | 28,6% | **42,9%** | **28,6%** |
| **Exhibitions and Trade Shows** | Local Private | 28,6% | 14,3% | 28,6% | 28,6% | |
| | Product Manager | 14,3% | 42,9% | 42,9% | | |
| **Books, guides and destination brochures** | Local Private | 28,6% | 14,3% | 28,6% | 28,6% | |
| | Product Manager | 42,9% | 28,6% | 28,6% | | |
| **Other (traditional media)** | Local Private | | | | | |
| | Product Manager | | | 14,3% | | |

Source: Self elaboration

With all data concerning to the sources of information used by millennials when planning a travel analysed, the summary present in table 40 shows three hypotheses validated as true (H 1.3.1, H 1.3.2, H 1.3.3) and one with a result not conclusive enough to draw a conclusion (H 1.3.4). With this in mind, it is concluded that **hypothesis H 1.3 is true**.

Table 40 - Validation of hypothesis H 1.3

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 1.3** | **The entities´ perception about the sources of information when used by millennials when planning a travel is aligned** | **TRUE** |
| H 1.3.1 | There is an alignment between national and regional public entities on identify the sources of used by millennials when planning a trip | TRUE |
| H 1.3.2 | There is an alignment between regional public entities on identify the sources of used by millennials when planning a trip | TRUE |
| H 1.3.3 | There is an alignment private and public regional on identify the sources of used by millennials when planning a trip | TRUE |
| H 1.3.4 | There is an alignment between managers and private entities conducting their business in a specific product experience on identify the sources of used by millennials when planning a trip | DATA IS NOT CONCLUSIVE |

Source: Self elaboration

### 7.3.4. ADVANTAGES ON A MILLENNIAL GENERATION SEGMENTATION

The last part on the analysis on millennial generation is related to the advantages that could lead if a destination chooses a segmentation based on this cohort. The first analysis is between **national and regional public entities** (table 41) and their level of agreement. These two entities **agreed that all the factors asked are important or very important advantages for a possible segmentation based on millennials**. This results points to a validation **of hypothesis H 1.4.1 as true.**

**Table 41 . Frequency table for validation on hypothesis H 1.4.1**

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Domestic market stimulation | TP | | | 100,0% | | |
| | TCP | | | | | 100,0% |
| Seasonality reduction | TP | | | 100,0% | | |
| | TCP | | | | | 100,0% |
| Increase in tourist expenditure directed to local businesses | TP | | | | 100,0% | |
| | TCP | | | 100,0% | | |
| Increase in total tourist expenditure in the destination | TP | | | | 100,0% | |
| | TCP | | | 100,0% | | |
| Increase in sharing economy´s services offer in the destination | TP | | | | 100,0% | |
| | TCP | | | | 100,0% | |
| Possibility to come back to the destination | TP | | | | 100,0% | |
| | TCP | | | 100,0% | | |
| "Discovering" of a destination, not yet searched by mass tourists | TP | | | 100,0% | | |
| | TCP | | | | 100,0% | |
| Creation of new market trends | TP | | | | 100,0% | |
| | TCP | | | | 100,0% | |
| Influencing their peer´s destination choice | TP | | | | 100,0% | |
| | TCP | | | 100,0% | | |

Source: Self elaboration

When comparing the **two public regional entities (table 42), they agreed that 67% (6) of the advantages asked to these organizations are important or very important**. The seasonality reduction, increase in tourist expenditure directed to local businesses, increase in total expenditure in the destination, increase in sharing economy´s services offer in the destination, "discovering" of a destination, not searched by mass tourism and the creation of new market trends are considered key advantages when planning a segmentation based on millennials. Giving this result, **hypothesis H 1.4.2 is proven to be true**.

Table 42 - Frequency analysis for validation on hypothesis H 1.4.2

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Domestic market stimulation | CCDR-C | | 100,0% | | | |
| | TCP | | | | | 100,0% |
| Seasonality reduction | CCDR-C | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| Increase in tourist expenditure directed to local businesses | CCDR-C | | | **100,0%** | | |
| | TCP | | | **100,0%** | | |
| Increase in total tourist expenditure in the destination | CCDR-C | | | **100,0%** | | |
| | TCP | | | **100,0%** | | |
| Increase in sharing economy´s services offer in the destination | CCDR-C | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |
| Possibility to come back to the destination | CCDR-C | | 100,0% | | | |
| | TCP | | | 100,0% | | |
| "Discovering" of a destination, not yet searched by mass tourists | CCDR-C | | | **100,0%** | | |
| | TCP | | | | **100,0%** | |
| Creation of new market trends | CCDR-C | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |
| Influencing their peer´s destination choice | CCDR-C | | 100,0% | | | |
| | TCP | | | 100,0% | | |

Source: Self elaboration

Analysing **private and public regional entities (table 43), their agreement is obtained in 44% (4) of the times,** considering seasonality reduction, increase in sharing economy´s services, "discovering" of a destination and the creation of new trends as important or very important advantages in a millennial segmentation. Given this result, **hypothesis H 1.4.3 is not liable to be validated, due to the data does not be conclusive.**

Table 43 - Frequency analysis for validation on hypothesis 1.4.3

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Domestic market stimulation | Reg. Public | | 50,0% | | | 50,0% |
| | Reg. Private | | | | 100,0% | |
| Seasonality reduction | Reg. Public | | | | | **100,0%** |
| | Reg. Private | | | | **100,0%** | |
| Increase in tourist expenditure directed to local businesses | Reg. Public | | | 100,0% | | |
| | Reg. Private | 50,0% | | | 50,0% | |
| Increase in total tourist expenditure in the destination | Reg. Public | | | 100,0% | | |
| | Reg. Private | 50,0% | 50,0% | | | |
| Increase in sharing economy´s services offer in the destination | Reg. Public | | | | **100,0%** | |
| | Reg. Private | | | | **50,0%** | **50,0%** |
| Possibility to come back to the destination | Reg. Public | | 50,0% | 50,0% | | |
| | Reg. Private | | 50,0% | | | 50,0% |
| "Discovering" of a destination, not yet searched by mass tourists | Reg. Public | | | **50,0%** | **50,0%** | |
| | Reg. Private | | | | **50,0%** | **50,0%** |
| Creation of new market trends | Reg. Public | | | | **100,0%** | |
| | Reg. Private | | | | **100,0%** | |
| Influencing their peer´s destination choice | Reg. Public | | 50,0% | 50,0% | | |
| | Reg. Private | 50,0% | | | 50,0% | |

Source: Self elaboration

When considering the **local private entities with the product/experience managers (table 44)**, their **agreement is achieved in all the possible advantages**. This result proves that **hypothesis H 1.3.4 is true.**

**Table 44 - Frequency analysis for validation on hypothesis 1.3.4**

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Domestic market stimulation** | Local Private | | 14,3% | **42,9%** | **28,6%** | **14,3%** |
| | Product Manager | 14,3% | | **57,1%** | **28,6%** | |
| **Seasonality reduction** | Local Private | | | | **71,4%** | **28,6%** |
| | Product Manager | | 14,3% | **28,6%** | **28,6%** | **14,3%** |
| **Increase in tourist expenditure directed to local businesses** | Local Private | | | **28,6%** | **42,9%** | **28,6%** |
| | Product Manager | | 28,6% | **28,6%** | **42,9%** | |
| **Increase in total tourist expenditure in the destination** | Local Private | | | **57,1%** | **14,3%** | **28,6%** |
| | Product Manager | | | **100,0%** | | |
| **Increase in sharing economy´s services offer in the destination** | Local Private | | 14,3% | **42,9%** | **28,6%** | **14,3%** |
| | Product Manager | | | **14,3%** | **42,9%** | **42,9%** |
| **Possibility to come back to the destination** | Local Private | 14,3% | | **57,1%** | **14,3%** | **14,3%** |
| | Product Manager | | 14,3% | **42,9%** | **42,9%** | |
| **"Discovering" of a destination, not yet searched by mass tourists** | Local Private | | | | **28,6%** | **71,4%** |
| | Product Manager | | | **28,6%** | **42,9%** | **28,6%** |
| **Creation of new market trends** | Local Private | | | | **28,6%** | **71,4%** |
| | Product Manager | | | **14,3%** | **14,3%** | **71,4%** |
| **Influencing their peer´s destination choice** | Local Private | | | **28,6%** | **71,4%** | |
| | Product Manager | | | | **57,1%** | **42,9%** |

Source: Self elaboration

Taking in account all the hypothesis analysed in this subsection (table 45), **hypothesis H 1.4 is proven to be false**. For this result contributed the three true hypotheses (H 1.4.1, H 1.4.2, H 1.4.4) and one where the data is not conclusive to draw a final validation (H 1.4.4).

**Table 45 - Validation of hypothesis 1.3**

| NUMBER | HYPOTHESIS | Validation |
|---|---|---|
| **H 1.4** | **The entities´ perception about the possible advantages in a segmentation based on millennials is aligned** | **TRUE** |
| H 1.4.1 | There is an alignment between national and regional public entities in recognize the possible advantages in segmentation based on millennials | TRUE |
| H 1.4.2 | There is an alignment between regional public entities in recognize the possible advantages in segmentation based on millennials | TRUE |
| H 1.4.3 | There is an alignment between private and public regional in recognize the possible advantages in segmentation based on millennials | DATA IS NOT CONCLUSIVE |
| H 1.4.4 | There is an alignment between managers and private entities conducting their business in a specific product/ experience in recognize the possible advantages in segmentation based on millennials | TRUE |

Source: Self elaboration

Putting now together all second level hypotheses validated in this section (table 46), it is possible to conclude that **hypothesis H1 is true**, due to their three hypotheses proven to be true (H1.1, H1.3, H1.4) against only one false (H1.2).

**Table 46 - Validation of hypothesis H1**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H1** | **The agents´ perspective regarding millennial generation and their travel habits is aligned** | **TRUE** |
| H 1.1 | The entities´ perception about the millennials main characteristics is aligned | TRUE |
| H 1.2 | The entities´ perception about the millennials´ motivations to travel is aligned | FALSE |
| H 1.3 | The entities´ perception about the sources of information when used by millennials when planning a travel is aligned | TRUE |
| H 1.4 | The entities´ perception about the possible advantages in a segmentation based on millennials is aligned | TRUE |

Source: Self elaboration

## 7.4. ANALYSIS ON CENTRO DE PORTUGAL

### 7.4.1. WHAT MOTIVATES A TOURIST TO TRAVEL TO CENTRO DE PORTUGAL

After an analysis on the millennial generation and if the entities are in agreement on their main characteristics and travel habits, the present subsection will concern about the Centro de Portugal. This study wants to examine if entities are aligned between each other about what motivates a tourist to visit the region, where they search for information about the destination and which strategic products are important to Centro de Portugal.

Starting with the study on the motivations and by the confrontation between **national and regional public entities**, **taking in account the 9 different motivation chosen by these two organizations, their agreement was obtained in only 11% (1)** (table 47), considering the search for emotional and memorable experiences as a key factor for tourists choose Centro de Portugal. Given this result, **hypothesis H 2.1.1 is proven to be false**.

**Table 47 - Frequency analysis for validation on hypothesis H 2.1.1**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | TP | TCP |
| Relaxation / Stress relieve | 100% | |
| Historic, patrimonial and cultural authenticity | | 100% |
| Find something unique | | 100% |
| Search for emotional and memorable experiences | **100%** | **100%** |
| Find Hidden gems, outside the mass tourism circuit | | 100% |
| Local food | 100% | |
| Faith/Religion | | 100% |
| Participate in a conference or congress | 100% | |
| Festival or cultural agenda | 100% | |

Source: Self elaboration

When studying the **two regional public entities, they agreed in 37,5% (3) of a total of 8 different motivation** chosen by these two regional organizations (historic, patrimonial and cultural authenticity; search for emotional and memorable experiences; faith/religion) (table 48). Given this result, it is concluded that **hypothesis H 2.1.2 is false**.

**Table 48 - Frequency analysis for validation on hypothesis H 2.1.2**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | CCDR-C | TCP |
| Relaxation / Stress relieve | 100% | |
| Visiting family and/or friends | 100% | |
| Historic, patrimonial and cultural authenticity | **100%** | **100%** |
| Find something unique | | 100% |
| Search for emotional and memorable experiences | **100%** | **100%** |
| Find Hidden gems, outside the mass tourism circuit | | 100% |
| Local food | 100% | |
| Faith/Religion | **100%** | **100%** |

Source: Self elaboration

Analysing now the **public and private regional organizations (table 49)**, **the study did not find any meaningful agreement between these entities,** taken in account the eleven different motivation chosen by the respondents, reaching to the conclusion that **hypothesis H 2.1.3 is false.**

**Table 49 - Frequency analysis for validation on hypothesis H 2.1.3**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | REG. PUBLIC | REG. PRIVATE |
| Relaxation / Stress relieve | 50% | 50% |
| Visiting family and/or friends | 50% | |
| Historic, patrimonial and cultural authenticity | 100% | 50% |
| Find something unique | 50% | 100% |
| Find something new | | 50% |
| Search for emotional and memorable experiences | 100% | 50% |
| Personal development, through a contact with a new culture | | 50% |
| Sign in a high school/university abroad | | 50% |
| Find Hidden gems, outside the mass tourism circuit | 50% | |
| Local food | 50% | 50% |
| Faith/Religion | 100% | 50% |

Source: Self elaboration

Finishing the research on the tourists´ motivations to visit Centro de Portugal, the confrontation between **local private entities and product/experience managers only showed a meaningful agreement in 8% (1) of the cases** (table 50), more particularly in the search for emotional and memorable experiences, regarding the 13 different motives chosen by the organizations. This result supports the validation of **hypothesis H 2.1.4 as false.**

**Table 50 - Frequency analysis for validation on hypothesis H 2.1.4**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | LOCAL PRIVATE | PRODCUT MANAGER |
| Relaxation / Stress relieve | 71,4% | 57,1% |
| Visiting family and/or friends | | 57,1% |
| Learn something new, stimulating curiosity | 42,9% | 14,3% |
| Historic, patrimonial and cultural authenticity | 57,1% | 100% |
| Find something unique | 42,9% | 28,6% |
| Find something new | 28,6% | 14,3% |
| **Search for emotional and memorable experiences** | **85,7%** | **85,7%** |
| Sign in a high school/university abroad | | 28,6% |
| Find Hidden gems, outside the mass tourism circuit | 57,1% | 28,6% |
| Local food | 57,1% | 14,3% |
| Faith/Religion | 28,6% | 42,9% |
| Participate in a conference or congress | | 14,3% |
| Festival or cultural agenda | 28,6% | 14,3% |

Source: Self elaboration

Putting all the motivation analysed together, as seen in table 51, is easy to assert that **hypothesis H 2.1 is false**, due to the all four third level hypotheses be proven as false (H 2.1.1, H 2.1.2, H 2.1.3, H 2.1.4)

Table 51 - Validation of hypothesis 2.1

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 2.1** | **The entities´ perception about the tourists´ motivations to travel to Centro de Portugal is aligned** | **FALSE** |
| H 2.1.1 | There is an alignment between national and regional public entities in comprehend what motivates a tourist to travel to Centro de Portugal | FALSE |
| H 2.1.2 | There is an alignment between regional public entities in comprehend what motivates a tourist to travel to Centro de Portugal | FALSE |
| H 2.1.3 | There is an alignment between private and public regional in comprehend what motivates a tourist to travel to Centro de Portugal | FALSE |
| H 2.1.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in comprehend what motivates a tourist to travel to Centro de Portugal | FALSE |

Source: Self elaboration

## 7.4.2. SOURCES OF INFORMATION USED BY TOURISTS WHEN PLANNING A VISIT TO CENTRO DE PORTUGAL

After evaluate the motivations, the next step on this research is to dissect which sources of information tourists are using to plan a trip to Centro de Portugal. Beginning with the analysis between **national and regional public entities (table 52), they agreed that 75% (6) of the sources analysed** in this interview are important or very important (previous experiences, family/friends; opinion makers/bloggers; internet; social media; exhibitions and trade shows). This result demonstrates **hypothesis H 2.2.1 as true**.

Table 52 - Frequency table for validation on hypothesis H 2.2.1

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | TP | | | **100,0%** | | |
| | TCP | | | | **100,0%** | |
| **Family / Friends** | TP | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |
| **Travel agents** | TP | | 100,0% | | | |
| | TCP | | | 100,0% | | |
| **Opinion makers / Bloggers** | TP | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Internet** | TP | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Social Media** | TP | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | TP | | | **100,0%** | | |
| | TCP | | | **100,0%** | | |
| **Books, guides and destination brochures** | TP | | 100,0% | | | |
| | TCP | | | | 100,0% | |

Source: Self elaboration

When it comes to the **two regional public entities (table 53)**, **they also agreed that 75% (6) of the sources analysed** are important or very important for the tourist when planning a visit to Centro de Portugal. In this case the sources are slightly different from the chosen in the previous hypothesis (family/friends; travel agents; opinion makers/bloggers; internet; social media; books, guides and destination brochures). Note that one of the entities (CCDR-C) did not answered to one of the items asked (previous experiences). With all the data analysed, is concluded that **hypothesis H 2.2.2 is true**.

**Table 53 - Frequency analysis for validation on hypothesis H 2.2.2**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | CCDR-C | | | | | * |
| | TCP | | | | 100,0% | |
| **Family / Friends** | CCDR-C | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |
| **Travel agents** | CCDR-C | | | **100,0%** | | |
| | TCP | | | **100,0%** | | |
| **Opinion makers / Bloggers** | CCDR-C | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Internet** | CCDR-C | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Social Media** | CCDR-C | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | CCDR-C | 100,0% | | | | |
| | TCP | | | 100,0% | | |
| **Books, guides and destination brochures** | CCDR-C | | | **100,0%** | | |
| | TCP | | | | **100,0%** | |

Source: Self elaboration

Moving to the examination between **public and private regional entities (table 54)**, **they considered that 50% (4) of the sources selected for analysis in this interview as important or very important**, more speficically the family/friends, internet, social media, and books, guides and destination brochures. It is important to aknowledge that one of the regional public entity (CCDR-C) did not respond to one of the items (previous experiences) and one of the private organizations suggest that mobile apps are a very important source of information. Given that the data is not conclusive, **it is not possible to draw a reliable validation on hypothesis H 2.2.3**.

**Table 54 - Frequency analysis for validation on hypothesis H 2.2.3**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Previous experiences | Reg. Public | | | | 50,0% | |
| | Reg Private | | 50,0% | | | 50,0% |
| Family / Friends | Reg. Public | | | | 100,0% | |
| | Reg Private | | | 50,0% | | 50,0% |
| Travel agents | Reg. Public | | | 100,0% | | |
| | Reg Private | 50,0% | | | | 50,0% |
| Opinion makers / Bloggers | Reg. Public | | | | 50,0% | 50,0% |
| | Reg Private | | 50,0% | | | 50,0% |
| Internet | Reg. Public | | | | | 100,0% |
| | Reg Private | | | | 100,0% | |
| Social Media | Reg. Public | | | | 50,0% | 50,0% |
| | Reg Private | | | | 100,0% | |
| Exhibitions and Trade Shows | Reg. Public | 50,0% | | 50,0% | | |
| | Reg Private | 50,0% | | 50,0% | | |
| Books, guides and destination brochures | Reg. Public | | | 50,0% | 50,0% | |
| | Reg Private | | | 50,0% | 50,0% | |
| Other (mobile apps) | Reg. Public | | | | | |
| | Reg Private | | | | | 50,0% |

Source: Self elaboration

Evaluating now **local private entities and product/experience managers (table 55), their agreement was achieved in all sources of information taken in analysis**, considering them as important or very important. This result demonstrates **hypothesis 2.2.4 as true**.

**Table 55 - Frequency analysis for validation on hypothesis H 2.2.4**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Previous experiences | Local Private | | 14,3% | 57,1% | 28,6% | |
| | Product Manager | | 28,6% | 42,9% | 14,3% | 14,3% |
| Family / Friends | Local Private | | 14,3% | 28,6% | 57,1% | |
| | Product Manager | | | 28,6% | 42,9% | 28,6% |
| Travel agents | Local Private | | 14,3% | 71,4% | 14,3% | |
| | Product Manager | | | 42,9% | 57,1% | |
| Opinion makers / Bloggers | Local Private | | | | 42,9% | 57,1% |
| | Product Manager | | 14,3% | 28,6% | 14,3% | 42,9% |
| Internet | Local Private | | | | 42,9% | 57,1% |
| | Product Manager | | | | 42,9% | 57,1% |
| Social Media | Local Private | | | 14,3% | 28,6% | 57,1% |
| | Product Manager | | | 42,9% | 28,6% | 28,6% |
| Exhibitions and Trade Shows | Local Private | 14,3% | | 42,9% | 42,9% | |
| | Product Manager | | | 42,9% | 42,9% | 14,3% |
| Books, guides and destination brochures | Local Private | 14,3% | 14,3% | 42,9% | 57,1% | |
| | Product Manager | 14,3% | 14,3% | 57,1% | 14,3% | |

Source: Self elaboration

Taking all the analysis made in this subsection in account (table 56), it is possible to appoint **hypothesis 2.2 as true**. To this result contributes the three hypotheses validated as true (H 2.2.1, H 2.2.2, H 2.2.4). Also in this analysis was present a hypothesis with no sufficient data do draw a reliable validation (H 2.2.3).

**Table 56 - Validation of hypothesis 2.2**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 2.2** | **The entities´ perception about where the tourists search the information about the Centro de Portugal is aligned** | **TRUE** |
| H 2.2.1 | There is an alignment between national and regional public entities on identify the sources of information used by tourists when planning a trip to Centro de Portugal | TRUE |
| H 2.2.2 | There is an alignment between regional public entities on identify the sources of information used by tourists when planning a trip to Centro de Portugal | TRUE |
| H 2.2.3 | There is an alignment between private and public regional on identify the sources of information used by tourists when planning a trip to Centro de Portugal | DATA IS NOT CONCLUSIVE |
| H 2.2.3 | There is an alignment between managers and private entities conducting their business in a specific product experience on identify the sources of information used by tourists when planning a trip to Centro de Portugal | TRUE |

Source: Self elaboration

### 7.4.3. STRATEGIC PRODUCTS IN CENTRO DE PORTUGAL

In this subsection is dissect what entities think on which products present in Centro de Portugal are strategic or non-strategic. Starting with the analysis of **national and regional public entities (table 57)**, these two organizations agreed that **79% (11) of the products put on evaluation are important or very important to Centro de Portugal.** It is important to acknowledge that one of the entities (TP) did not answer to all the products, leaving "health and well-being" blank with the problem will be extended to the next two hypothesis validations, as this entity will enter in consideration in that cases. With this being said, **hypothesis 2.3.1 is proven to be true**.

Table 57 - Frequency analysis for validation on hypothesis H 2.3.1

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Cities | TP | | | | 100% | |
| | TCP | | | | | 100% |
| Sun and beaches | TP | | | 100% | | |
| | TCP | | | 100% | | |
| Historical villages and rural areas | TP | | | | | 100% |
| | TCP | | | | 100% | |
| Monuments and heritage | TP | | | | | 100% |
| | TCP | | | | | 100% |
| Scientific and technological tourism | TP | | | | 100% | |
| | TCP | | | | 100% | |
| Residential tourism/lifestyle migration | TP | | 100% | | | |
| | TCP | | | 100% | | |
| Golf | TP | | | 100% | | |
| | TCP | | | 100% | | |
| Sea Tourism (surf, nautical sports) | TP | | | | 100% | |
| | TCP | | | | | 100% |
| Health and well-being | TP | | | | 100% | |
| | TCP | | | | | |
| Local food | TP | | | | | 100% |
| | TCP | | | | 100% | |
| Hunting tourism | TP | | | 100% | | |
| | TCP | | 100% | | | |
| Sportive tourism | TP | | | 100% | | |
| | TCP | | | | | 100% |
| Nature tourism | TP | | | | 100% | |
| | TCP | | | | | 100% |
| Religious tourism | TP | | | | | 100% |
| | TCP | | | | 100% | |

Source: Self elaboration

When examining the two **regional public entities**, they also agreed in **79%(11) of the cases**, but with different products, as seen in table 58. All the products were considered important or very important, with the exception of hunting tourism, who entities believe not to be very important to the region. Given this result, it is liable to conclude that **hypothesis 2.3.2 is true**.

**Table 58 - Frequency table for validation on hypothesis H 2.3.2**

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Cities | CCDR-C | | | | 100% | |
| | TCP | | | | | 100% |
| Sun and beaches | CCDR-C | | | 100% | | |
| | TCP | | | 100% | | |
| Historical villages and rural areas | CCDR-C | | | 100% | | |
| | TCP | | | | 100% | |
| Monuments and heritage | CCDR-C | | | | 100% | |
| | TCP | | | | | 100% |
| Scientific and technological tourism | CCDR-C | | | | | 100% |
| | TCP | | | | 100% | |
| Residential tourism/lifestyle migration | CCDR-C | | 100% | | | |
| | TCP | | | 100% | | |
| Golf | CCDR-C | 100% | | | | |
| | TCP | | | 100% | | |
| Sea Tourism (surf, nautical sports) | CCDR-C | | | | 100% | |
| | TCP | | | | | 100% |
| Health and well-being | CCDR-C | | | | 100% | |
| | TCP | | | | | |
| Local food | CCDR-C | | | 100% | | |
| | TCP | | | | 100% | |
| Hunting tourism | CCDR-C | 100% | | | | |
| | TCP | | 100% | | | |
| Sportive tourism | CCDR-C | | | | 100% | |
| | TCP | | | | | 100% |
| Nature tourism | CCDR-C | | | | | 100% |
| | TCP | | | | | 100% |
| Religious tourism | CCDR-C | | | | | 100% |
| | TCP | | | | 100% | |

Source: Self elaboration

Examining the frequencies of **public and private regional entities (table 59)**, it is **recognized their agreement in 57% (8) of the products analysed** in this interview (historical villages and rural areas; monuments and heritage; scientific and technological tourism; residential tourism/lifestyle migration; sea tourism; local food sportive tourism; nature tourism; religious tourism). This result points to a lack of data for a reliable validation, concluding that **hypothesis 2.3.3 needs more data for a proper authentication**.

Table 59 - Frequency analysis for validation on hypothesis H 2.3.3

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Cities** | Reg. Public | | | | 50% | 50% |
| | Reg. Private | 50% | | | | 50% |
| **Sun and beaches** | Reg. Public | | | 100% | | |
| | Reg. Private | 50% | | | 50% | |
| **Historical villages and rural areas** | Reg. Public | | | **50%** | **50%** | |
| | Reg. Private | | | | **50%** | **50%** |
| **Monuments and heritage** | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | **50%** | **50%** |
| **Scientific and technological tourism** | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | **100%** | |
| **Residential tourism/lifestyle migration** | Reg. Public | | 50% | 50% | | |
| | Reg. Private | | | | 50% | 50% |
| **Golf** | Reg. Public | 50% | | 50% | | |
| | Reg. Private | 50% | | | 50% | |
| **Sea Tourism (surf, nautical sports)** | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | **50%** | **50%** |
| **Health and well-being** | Reg. Public | | | | 50% | |
| | Reg. Private | | | | 50% | 50% |
| **Local food** | Reg. Public | | | **50%** | **50%** | |
| | Reg. Private | | | | **50%** | **50%** |
| **Hunting tourism** | Reg. Public | 50% | 50% | | | |
| | Reg. Private | | 50% | | | 50% |
| **Sportive tourism** | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | **50%** | | **50%** |
| **Nature tourism** | Reg. Public | | | | | **100%** |
| | Reg. Private | | | | **50%** | **50%** |
| **Religious tourism** | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | **50%** | **50%** |
| **Other (Industrial tourism)** | Reg. Public | | | | | |
| | Reg. Private | | | | | 50% |

Source: Self elaboration

Analysing **local private entities and product/experience managers (table 60),** they obtained an **agreement in 71% (10) of the products**. Outside this understanding was the sun and beaches, golf, hunting tourism and religious tourism. The result appoint to a validation of **hypothesis H 2.3.4 as true**.

**Table 60 - Frequency analysis for validation on hypothesis H 2.3.4**

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Cities | Local private | | | | 86% | 14% |
| | Product Manager | | | 29% | 43% | 29% |
| Sun and beaches | Local private | 14% | 29% | 29% | 14% | 14% |
| | Product Manager | 14% | | 29% | 29% | 14% |
| Historical villages and rural areas | Local private | | | 29% | 14% | 57% |
| | Product Manager | 14% | | 43% | 14% | 43% |
| Monuments and heritage | Local private | | | 29% | 43% | 14% |
| | Product Manager | | | 29% | 14% | 57% |
| Scientific and technological tourism | Local private | 14% | | 43% | 29% | 14% |
| | Product Manager | | | 14% | 29% | 57% |
| Residential tourism/lifestyle migration | Local private | | 14% | 57% | 29% | |
| | Product Manager | | | 43% | 43% | 14% |
| Golf | Local private | 43% | 14% | 14% | | 29% |
| | Product Manager | 14% | 57% | 14% | | 14% |
| Sea Tourism (surf, nautical sports) | Local private | | 14% | 14% | 14% | 57% |
| | Product Manager | 14% | | | 29% | 57% |
| Health and well-being | Local private | | | 14% | 57% | 29% |
| | Product Manager | 14% | | 14% | 29% | 43% |
| Local food | Local private | | | 14% | 29% | 57% |
| | Product Manager | 14% | | | 43% | 43% |
| Hunting tourism | Local private | 43% | 14% | 29% | 14% | |
| | Product Manager | 29% | | 57% | 14% | |
| Sportive tourism | Local private | | | | 71% | 29% |
| | Product Manager | | | 29% | 29% | 43% |
| Nature tourism | Local private | | | | 29% | 71% |
| | Product Manager | | | | | 100% |
| Religious tourism | Local private | 14% | 29% | 29% | 29% | |
| | Product Manager | | 14% | 14% | 14% | 57% |

Source: Self elaboration

Although one of the hypothesis was not validated due to their conclusive data (H 2.3.3), when gathering all hypotheses studied about strategic products in Centro de Portugal (table 61), it is possible to assert that **hypothesis 2.3 is true**, due to their three true hypotheses (H 2.3.1, H 2.3.2, H 2.3.4)

**Table 61 - Validation of hypothesis 2.3**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 2.3** | **The entities´ perception about the strategic products to Centro de Portugal is aligned** | **TRUE** |
| H 2.3.1 | There is an alignment between national and regional public entities in pinpoint the most important touristic products in Centro de Portugal | TRUE |
| H 2.3.2 | There is an alignment between regional public in pinpoint the most important touristic products in Centro de Portugal | TRUE |
| H 2.3.3 | There is an alignment between private and public in pinpoint the most important touristic products in Centro de Portugal | DATA IS NOT CONCLUSIVE |
| H 2.3.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in pinpoint the most important touristic products in Centro de Portugal | TRUE |

After the analysis on the hypotheses related to Centro de Portugal, it is time to validate the main hypothesis related to this subject. As seen in table 62, the hypothesis H2 has two true sub-hypotheses (H 2.2, H 2.3) and one false (H 2.1). This result concludes that **hypothesis H2 is proven to be true.**

**Table 62 - Validation on hypothesis H2**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H2** | **The agents share the same perspectives about the tourists who visits Centro de Portugal** | **TRUE** |
| H 2.1 | The entities´ perception about the tourists´ motivations to travel to Centro de Portugal is aligned | FALSE |
| H 2.2 | The entities´ perception about where the tourists search the information about the Centro de Portugal is aligned | TRUE |
| H 2.3 | The entities´ perception about the strategic products to Centro de Portugal is aligned | TRUE |

Source: Self elaboration

## 7.5. ANALYSIS ON MILLENNIALS VISITING CENTRO DE PORTUGAL

### 7.5.1. WHAT MOTIVATES A MILLENNIAL TO VISTIT CENTRO DE PORTUGAL

After analysing the millennial generation in a general way, and in the same way with Centro de Portugal, in this section they will cross with each other and analysed millennials´ behaviour when they plan to travel to Centro de Portugal.

Starting with the evaluation on which reasons could lead millennials to visit the region, and more specifically analysing the opinion of **national and regional public entities (table 63)**, **their agreement between the 8 different options chosen by the organizations, was only obtained in 12,5% (1) of the times** in the search for emotional and memorable experiences. This results leads to the validation of **hypothesis H 3.1.1 as false**.

**Table 63 - Frequency analysis for validation on hypothesis H 3.1.1**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | TP | TCP |
| **Relaxation / Stress relieve** | 100% | |
| **Learn something new, stimulating curiosity** | | 100% |
| **Historic, patrimonial and cultural authenticity** | | 100% |
| **Find something unique** | | 100% |
| **Find something new** | 100% | |
| **Search for emotional and memorable experiences** | **100%** | **100%** |
| **Find Hidden gems, outside the mass tourism circuit** | | 100% |
| **Local food** | 100% | |

Source: Self elaboration

When analysing the **two regional entities (table 64)**, **their agreement is superior that last hypothesis and reached to 43% (3),** of the 7 different motivations selected by these two organizations. They understand that search for something unique, search for emotional and memorable experiences, and hidden gems, outside the mass tourism circuit is what motivates the most this cohort to travel to Centro de Portugal. Given this result, **hypothesis H 3.1.2 is not liable for a conclusive validation.**

**Table 64 - Frequency analysis for validation on hypothesis H 3.1.2**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | CCDR-C | TCP |
| Relaxation / Stress relieve | 100% | |
| Learn something new, stimulating curiosity | | 100% |
| Historic, patrimonial and cultural authenticity | | 100% |
| Find something unique | **100%** | **100%** |
| Find something new | 100% | |
| Search for emotional and memorable experiences | **100%** | **100%** |
| Find Hidden gems, outside the mass tourism circuit | **100%** | **100%** |

Source: Self elaboration

Turning now to **public and private regional entities** (table 65), the analysis demonstrates an **agreement between the entities in 11% (1)** of the 9 different motives chosen by the organization, in this case the search for something unique. The conclusion taken from this examination is that **hypothesis H 3.1.3 is false.**

**Table 65 - Frequency analysis for validation on hypothesis H 3.1.3**

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | REG. PUBLIC | REG. PRIVATE |
| Relaxation / Stress relieve | 50% | 50% |
| Learn something new, stimulating curiosity | 50% | 100% |
| Exhibitionism to their peers / Show off | | 50% |
| Historic, patrimonial and cultural authenticity | 50% | 50% |
| Find something unique | **100%** | **100%** |
| Find something new | 50% | 100% |
| Search for emotional and memorable experiences | 100% | |
| Find Hidden gems, outside the mass tourism circuit | 100% | |
| Festival or cultural agenda | | 50% |

Source: Self elaboration

Aiming now for the relation between **local private and product/experience manager (table 66)**, **their agreement, between the 11 different motives chosen by these organizations, was achieved in 18% (2) of the times** (historic, patrimonial and cultural authenticity, and the search for emotional and memorable experiences). The data appoints to the validation of **hypothesis H 3.1.4 as false**.

Table 66 - Frequency analysis for validation on hypothesis H 3.1.4

| MOTIVATIONS SELECTED | FREQUENCIES | |
|---|---|---|
| | LOCAL PRIVATE | PRODUCT MANAGER |
| Relaxation / Stress relieve | 71,4% | 14,3% |
| Visit family and / or friends | 28,6% | 14,3% |
| Learn something new, stimulating curiosity | 57,1% | 57,1% |
| Exhibitionism to their peers / Show off | 14,3% | 14,3% |
| Historic, patrimonial and cultural authenticity | **71,4%** | **71,4%** |
| Find something unique | 57,1% | |
| Find something new | 57,1% | 28,6% |
| Search for emotional and memorable experiences | **71,4%** | **71,4%** |
| Personal development, through a contact with a new culture | 14,3% | 14,3% |
| Sign in a high school / university abroad | 14,3% | 42,9% |
| Find Hidden gems, outside the mass tourism circuit | 28,6% | 28,6% |
| Revisit a destination due to the significant in previous travels | 14,3% | |
| Local food | 28,6% | 28,6% |
| Participate in a conference or congress | 14,3% | 14,3% |
| Festival or cultural agenda | 14,3% | 42,9% |

Source: Self elaboration

Considering all the data analysed regarding what motivates a millennial tourist to travel to Centro de Portugal (table 67), there is already an answer to hypothesis H 3.1. With three false sub-hypotheses (H 3.1.1, H 3,1.3, H 3.1.4) and one where the data is not conclusive (H 3.1.2) it can be asserted that **hypothesis H 3.1 is false**.

Table 67 - Validation of hypothesis H 3.1

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 3.1** | **The entities´ perception about the millennials´ motivations to travel to Centro de Portugal is aligned** | **FALSE** |
| H 3.1.1 | There is an alignment between national and regional public entities in comprehend what motivates a millennial to travel to Centro de Portugal | FALSE |
| H 3.1.2 | There is an alignment between regional public entities in comprehend what motivates a millennial to travel to Centro de Portugal | DATA IS NOT CONCLUSIVE |
| H 3.1.3 | There is an alignment between private and public regional in comprehend what motivates a millennial to travel to Centro de Portugal | FALSE |
| H 3.1.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in comprehend what motivates a millennial to travel to Centro de Portugal | FALSE |

Source: Self elaboration

### 7.5.2. SOURCES OF INFORMATION USED BY MILLENNIALS WHEN PLANNING A TRAVEL TO CENTRO DE PORTUGAL

With the motives analysed, it is time to understand where entities think millennials search for information when planning to travel to Centro de Portugal. Starting as always by **national and regional public entities (table 68)**, **their agreement is obtained in 50% (4) of the sources analysed** in this interview, selecting family/friends, opinion makers/bloggers, internet and social media as important or very important information channels used by millennials. With this result **is not liable to draw any conclusive validations on hypothesis 3.2.1.**

**Table 68 - Frequency analysis for validation on hypothesis H 3.2.1**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | TP | | | 100,0% | | |
| | TCP | | 100,0% | | | |
| **Family / Friends** | TP | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |
| **Travel agents** | TP | | 100,0% | | | |
| | TCP | | | 100,0% | | |
| **Opinion makers / Bloggers** | TP | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Internet** | TP | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Social Media** | TP | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | TP | 100,0% | | | | |
| | TCP | | | 100,0% | | |
| **Books, guides and destination brochures** | TP | 100,0% | | | | |
| | TCP | | | 100,0% | | |

Source: Self elaboration

When it comes to analyse the **two regional public entities (table 69)**, **they agree in 62,5% (5) of sources of information** present in the interview script. Opinion makers/bloggers, internet and social media are view as important or very important sources, while previous experiences are seen as not so important channels. The conclusions from this analysis leads to a validation of **hypothesis H 3.2.2 as true**.

**Table 69 - Frequency analysis for validation on hypothesis H 3.2.2**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | CCDR-C | | **100,0%** | | | |
| | TCP | | **100,0%** | | | |
| **Family / Friends** | CCDR-C | | 100,0% | | | |
| | TCP | | | | 100,0% | |
| **Travel agents** | CCDR-C | 100,0% | | | | |
| | TCP | | | 100,0% | | |
| **Opinion makers / Bloggers** | CCDR-C | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Internet** | CCDR-C | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Social Media** | CCDR-C | | | **100,0%** | | |
| | TCP | | | | | **100,0%** |
| **Exhibitions and Trade Shows** | CCDR-C | 100,0% | | | | |
| | TCP | | | 100,0% | | |
| **Books, guides and destination brochures** | CCDR-C | | | **100,0%** | | |
| | TCP | | | **100,0%** | | |

Source: Self elaboration

Evaluating **public and private regional entities (table 70)**, **they agreed in 50% (4) of the times**, considering opinion makers/bloggers, internet, social media and books, guides and destinations brochures as important or very important sources of information. With this result the **hypothesis H 3.2.3 has not enough data to draw a reliable validation**.

**Table 70 - Frequency analysis for validation on hypothesis H 3.2.3**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | Reg. Public | | 100,0% | | | |
| | Reg Private | | | 50,0% | | 50,0% |
| **Family / Friends** | Reg. Public | | 50,0% | | 50,0% | |
| | Reg Private | | 50,0% | 50,0% | | |
| **Travel agents** | Reg. Public | 50,0% | | 50,0% | | |
| | Reg Private | | 50,0% | 50,0% | | |
| **Opinion makers / Bloggers** | Reg. Public | | | | **50,0%** | **50,0%** |
| | Reg Private | | | **50,0%** | | **50,0%** |
| **Internet** | Reg. Public | | | | | **100,0%** |
| | Reg Private | | | **50,0%** | | **50,0%** |
| **Social Media** | Reg. Public | | | **50,0%** | | **50,0%** |
| | Reg Private | | | **50,0%** | | **50,0%** |
| **Exhibitions and Trade Shows** | Reg. Public | 50,0% | | 50,0% | | |
| | Reg Private | | 50,0% | 50,0% | | |
| **Books, guides and destination brochures** | Reg. Public | | | **100,0%** | | |
| | Reg Private | | | **50,0%** | **50,0%** | |

Source: Self elaboration

Turning to **private local companies and product/experience managers (table 71)**, they **agreed in 37,5% (3) of the sources** present in the interview, more specifically the opinion makers/bloggers, internet and social media. This results leads to the validation of **hypothesis H 3.2.4 as false.**

**Table 71 - Frequency table for validation on hypothesis H 3.2.4**

| SOURCE TYPES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Previous experiences** | Local Private | 14,3% | 28,6% | 14,3% | 28,6% | 14,3% |
| | Product Manager | 14,3% | 57,1% | | 14,3% | 14,3% |
| **Family / Friends** | Local Private | | 14,3% | 57,1% | 14,3% | 14,3% |
| | Product Manager | 28,6% | 14,3% | 14,3% | 28,6% | 14,3% |
| **Travel agents** | Local Private | 14,3% | 28,6% | 42,9% | 14,3% | |
| | Product Manager | 42,9% | 28,6% | 14,3% | 14,3% | |
| **Opinion makers / Bloggers** | Local Private | | | | **28,6%** | **71,4%** |
| | Product Manager | | 14,3% | | **42,9%** | **42,9%** |
| **Internet** | Local Private | | | | **42,9%** | **57,1%** |
| | Product Manager | | | | **14,3%** | **85,7%** |
| **Social Media** | Local Private | | | **14,3%** | **28,6%** | **57,1%** |
| | Product Manager | | | **28,6%** | **28,6%** | **42,9%** |
| **Exhibitions and Trade Shows** | Local Private | 14,3% | 28,6% | 14,3% | 42,9% | |
| | Product Manager | | 42,9% | 42,9% | 14,3% | |
| **Books, guides and destination brochures** | Local Private | 14,3% | 14,3% | 42,9% | 28,6% | |
| | Product Manager | | 42,9% | 42,9% | 14,3% | |

Source: Self elaboration

Putting together all the analysis on the sources of information used by millennials when planning a trip to Centro de Portugal (table 72), it is possible to assert that **hypothesis H 3.2 has not enough data to draw a liable conclusion**. To this fact contributed the two hypotheses with no conclusive data (H 3.2.1, H 3.2.3), one hypothesis validated as true (H 3.2.2) and one hypothesis proven as false (H 3.2.4)

**Table 72 - Validation on hypothesis H 3.2**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H 3.2** | **The entities´ perception about the sources of information used by millennials when planning a travel to Centro de Portugal are not aligned** | **DATA IS NOT CONCLUSIVE** |
| H 3.2.1 | There is an alignment between national and regional public entities on identify the sources of information used by millennials when planning a trip to Centro de Portugal | DATA IS NOT CONCLUSIVE |
| H 3.2.2 | There is an alignment between regional public entities on identify the sources of information used by millennials when planning a trip to Centro de Portugal | TRUE |
| H 3.2.3 | There is an alignment between private and public regional on identify the sources of information used by millennials when planning a trip to Centro de Portugal | DATA IS NOT CONCLUSIVE |
| H 3.2.4 | There is an alignment between managers and private entities conducting their business in a specific product experience on identify the sources of information used by millennials when planning a trip to Centro de Portugal | FALSE |

Source: Self elaboration

### 7.5.3. ADVANTAGES ON A MILLENNIAL SEGMENTATION IN CENTRO DE PORTUGAL

The next item to be analysed is the possible advantages that a millennial segmentation could bring to Centro de Portugal. In the first analysis, taking in account the **national and regional tourism public entities (table 73)**, **the agreement is achieved in 66,7% (6) of the advantages considered** (increase in tourist expenditure directed to local businesses, increase in total tourist expenditure in the destination, increase in sharring economy´s services offer in the destination, possibility to come back to the destination, creation of new market trends and influencing their peer´s destination choice) leading to the validation of **hypothesis H 3.3.1 as true**.

**Table 73 - Frequency analysis for validation on hypothesis H 3.3.1**

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Domestic market stimulation** | TP | | 100,0% | | | |
| | TCP | | | | | 100,0% |
| **Seasonality reduction** | TP | | 100,0% | | | |
| | TCP | | | | | 100,0% |
| **Increase in tourist expenditure directed to local businesses** | TP | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |
| **Increase in total tourist expenditure in the destination** | TP | | | | | **100,0%** |
| | TCP | | | | **100,0%** | |
| **Increase in sharing economy´s services offer in the destination** | TP | | | | | **100,0%** |
| | TCP | | | | | **100,0%** |
| **Possibility to come back to the destination** | TP | | | **100,0%** | | |
| | TCP | | | | **100,0%** | |
| **"Discovering" of a destination, not yet searched by mass tourists** | TP | | 100,0% | | | |
| | TCP | | | | | 100,0% |
| **Creation of new market trends** | TP | | | | **100,0%** | |
| | TCP | | | | | **100,0%** |
| **Influencing their peer´s destination choice** | TP | | | | **100,0%** | |
| | TCP | | | | **100,0%** | |

Source: Self elaboration

When analysing the **two regional public entities (table 74), their agreement is obtained in 78% (7) of the possible advantages taking in analysis**. The two advantages these organizations do not agree are the seasonality reduction and the possibility on a come back to the region. As shown by the results, **hypothesis H 3.3.2 is proven to be true**.

**Table 74 - Frequency analysis for validation on hypothesis H 3.3.2**

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Domestic market stimulation | CCDR-C | | | 100,0% | | |
| | TCP | | | | | 100,0% |
| Seasonality reduction | CCDR-C | 100,0% | | | | |
| | TCP | | | | | 100,0% |
| Increase in tourist expenditure directed to local businesses | CCDR-C | | | 100,0% | | |
| | TCP | | | | 100,0% | |
| Increase in total tourist expenditure in the destination | CCDR-C | | | | 100,0% | |
| | TCP | | | | 100,0% | |
| Increase in sharing economy´s services offer in the destination | CCDR-C | | | | 100,0% | |
| | TCP | | | | | 100,0% |
| Possibility to come back to the destination | CCDR-C | | 100,0% | | | |
| | TCP | | | | 100,0% | |
| "Discovering" of a destination, not yet searched by mass tourists | CCDR-C | | | | 100,0% | |
| | TCP | | | | | 100,0% |
| Creation of new market trends | CCDR-C | | | | 100,0% | |
| | TCP | | | | | 100,0% |
| Influencing their peer´s destination choice | CCDR-C | | | 100,0% | | |
| | TCP | | | | 100,0% | |

Source: Self elaboration

Turning the analysis for **public and private regional entities (table 75)**, **the agreement is obtained in the same percentage, 78% (7)**, and the advantages chosen are also the same. With the same result, the validation of **hypothesis H 3.3.3 is also proven as true**.

**Table 75 - Frequency analysis for validation hypothesis H 3.3.3**

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Domestic market stimulation | Reg. Public | | | 50,0% | | 50,0% |
| | Reg. Private | | | 50,0% | | 50,0% |
| Seasonality reduction | Reg. Public | 50,0% | | | | 50,0% |
| | Reg. Private | | | 50,0% | | 50,0% |
| Increase in tourist expenditure directed to local businesses | Reg. Public | | | 50,0% | 50,0% | |
| | Reg. Private | | | 100,0% | | |
| Increase in total tourist expenditure in the destination | Reg. Public | | | | 100,0% | |
| | Reg. Private | | | 100,0% | | |
| Increase in sharing economy´s services offer in the destination | Reg. Public | | | | 50,0% | 50,0% |
| | Reg. Private | | | 50,0% | 50,0% | |
| Possibility to come back to the destination | Reg. Public | | 50,0% | | 50,0% | |
| | Reg. Private | | | 50,0% | 50,0% | |
| "Discovering" of a destination, not yet searched by mass tourists | Reg. Public | | | | 50,0% | 50,0% |
| | Reg. Private | | | 50,0% | 50,0% | |
| Creation of new market trends | Reg. Public | | | | 50,0% | 50,0% |
| | Reg. Private | | | 50,0% | 50,0% | |
| Influencing their peer´s destination choice | Reg. Public | | | 50,0% | 50,0% | |
| | Reg. Private | | | 50,0% | 50,0% | |

Source: Self elaboration

Evaluating now the **local private and product/experience managers (table 76)**, **they agreed in all the possible advantages on a millennial segmentation in Centro de Portugal**. This result identifies easily the **hypothesis H 3.3.4 as true**.

**Table 76 - Frequency analysis for validation on hypothesis H 3.3.4**

| POSSIBLE ADVANTAGES | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Domestic market stimulation** | Local Private | 14,3% | 14,3% | **14,3%** | **28,6%** | **28,6%** |
| | Product Manager | 14,3% | | **28,6%** | **42,9%** | **14,3%** |
| **Seasonality reduction** | Local Private | | | | **42,9%** | **57,1%** |
| | Product Manager | | | **28,6%** | **57,1%** | **14,3%** |
| **Increase in tourist expenditure directed to local businesses** | Local Private | | 14,3% | | **42,9%** | **42,9%** |
| | Product Manager | | | **42,9%** | **28,6%** | **28,6%** |
| **Increase in total tourist expenditure in the destination** | Local Private | | 14,3% | **14,3%** | **28,6%** | **28,6%** |
| | Product Manager | | | **57,1%** | **14,3%** | **28,6%** |
| **Increase in sharing economy´s services offer in the destination** | Local Private | 14,3% | | **42,9%** | **14,3%** | **14,3%** |
| | Product Manager | | | **14,3%** | **57,1%** | **28,6%** |
| **Possibility to come back to the destination** | Local Private | | 14,3% | **57,1%** | | **28,6%** |
| | Product Manager | | 14,3% | **28,6%** | **57,1%** | |
| **"Discovering" of a destination, not yet searched by mass tourists** | Local Private | | | **14,3%** | **14,3%** | **71,4%** |
| | Product Manager | 14,3% | | | **57,1%** | **28,6%** |
| **Creation of new market trends** | Local Private | | | | **42,9%** | **57,1%** |
| | Product Manager | | | **14,3%** | **28,6%** | **57,1%** |
| **Influencing their peer´s destination choice** | Local Private | | 14,3% | **28,6%** | **28,6%** | **28,6%** |
| | Product Manager | | | **14,3%** | **71,4%** | **14,3%** |

Source: Self elaboration

After analysing the several hypotheses for the possible advantages on a millennial segmentation in Centro de Portugal, it is time to answer the hypothesis H 3.3. As seen in the table 77 the four analysis resulted in four true hypotheses, thus the validation for **hypothesis H 3.3 can only be as a true hypothesis**.

**Table 77 - Validation of hypothesis H 3.3**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| H 3.3 | The entities´ perception about the possible advantages on adoption a strategy based on millennials' segmentation in Centro de Portugal is aligned | TRUE |
| H 3.3.1 | There is an alignment between national and regional public entities in recognize the possible advantages in segmentation based on millennials in Centro de Portugal | TRUE |
| H 3.3.2 | There is an alignment between regional public entities in recognize the possible advantages in segmentation based on millennials in Centro de Portugal | TRUE |
| H 3.3.3 | There is an alignment between private and public regional in recognize the possible advantages in segmentation based on millennials | TRUE |
| H 3.3.4 | There is an alignment between managers and private entities conducting their business in a specific product/experience in recognize the possible advantages in segmentation based on millennials | TRUE |

Source: Self elaboration

### 7.5.4. STRATEGIC PRODUCTS SUITABLE TO MILLENNIALS IN CENTRO DE PORTUGAL

The last analysis on this research is related to the recognition by the entities interviewed on the products in Centro de Portugal that are suitable to millennials needs and demands. Starting the analysis in the same way as the previous ones, **national and regional public entities agreed on 93% (13) of the products analysed** in this interview (table 78). Cities, sun and beaches, historical villages and rural areas, monuments and heritage, scientific and technological tourism, sea tourism, health and well-being, local food, sportive tourism and nature tourism are seen as important or very important products to attract millennials to the region. By contrast, residential tourism/lifestyle migration, golf and hunting tourism are view as not important to millennials who visit the Centro de Portugal territory. With this result, **hypothesis H 3.4.1 is proven to be true.**

**Table 78 - Frequency analysis for validation on hypothesis H 3.4.1**

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Cities | TP | | | | | 100% |
| | TCP | | | | | 100% |
| Sun and beaches | TP | | | | 100% | |
| | TCP | | | 100% | | |
| Historical villages and rural areas | TP | | | 100% | | |
| | TCP | | | 100% | | |
| Monuments and heritage | TP | | | 100% | | |
| | TCP | | | | 100% | |
| Scientific and technological tourism | TP | | | | | 100% |
| | TCP | | | | | 100% |
| Residential tourism/lifestyle migration | TP | 100% | | | | |
| | TCP | | 100% | | | |
| Golf | TP | | 100% | | | |
| | TCP | | 100% | | | |
| Sea Tourism (surf, nautical sports) | TP | | | | | 100% |
| | TCP | | | | | 100% |
| Health and well-being | TP | | | 100% | | |
| | TCP | | | 100% | | |
| Local food | TP | | | | 100% | |
| | TCP | | | 100% | | |
| Hunting tourism | TP | | 100% | | | |
| | TCP | | 100% | | | |
| Sportive tourism | TP | | | | 100% | |
| | TCP | | | | | 100% |
| Nature tourism | TP | | | | 100% | |
| | TCP | | | | | 100% |
| Religious tourism | TP | | 100% | | | |
| | TCP | | | 100% | | |

Source: Self elaboration

When comparing the **two regional entities (table 79)**, **their agreement was obtained in 86% (12) of the products** with cities, historical villages and rural areas, monuments and heritage, scientific and technological tourism, sea tourism, health and well-being, sportive tourism, nature tourism and religious tourism seen as important or very important products, while residential tourism/lifestyle migration, golf and hunting tourism are considered unimportant for millennials that visit the region. Given this outcome, **hypothesis H 3.4.2 is proven to be true.**

**Table 79 - Frequency analysis for validation on hypothesis H 3.4.2**

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Cities** | CCDR-C | | | | **100%** | |
| | TCP | | | | | **100%** |
| **Sun and beaches** | CCDR-C | 100% | | | | |
| | TCP | | | 100% | | |
| **Historical villages and rural areas** | CCDR-C | | | | **100%** | |
| | TCP | | | **100%** | | |
| **Monuments and heritage** | CCDR-C | | | **100%** | | |
| | TCP | | | | **100%** | |
| **Scientific and technological tourism** | CCDR-C | | | | | **100%** |
| | TCP | | | | | **100%** |
| **Residential tourism/lifestyle migration** | CCDR-C | **100%** | | | | |
| | TCP | | **100%** | | | |
| **Golf** | CCDR-C | **100%** | | | | |
| | TCP | | **100%** | | | |
| **Sea Tourism (surf, nautical sports)** | CCDR-C | | | | **100%** | |
| | TCP | | | | | **100%** |
| **Health and well-being** | CCDR-C | | | **100%** | | |
| | TCP | | | **100%** | | |
| **Local food** | CCDR-C | | 100% | | | |
| | TCP | | | 100% | | |
| **Hunting tourism** | CCDR-C | **100%** | | | | |
| | TCP | | **100%** | | | |
| **Sportive tourism** | CCDR-C | | | | **100%** | |
| | TCP | | | | | **100%** |
| **Nature tourism** | CCDR-C | | | | | **100%** |
| | TCP | | | | | **100%** |
| **Religious tourism** | CCDR-C | | | **100%** | | |
| | TCP | | | **100%** | | |

Source: Self elaboration

Analysing the relation between **public and private regional entities** in relation to their agreement on the product suitable for millennials present in Centro de Portugal, **these organizations agreed in 29% (4) of the products put on analysis**. Cities, scientific and technological tourism, sea tourism and sportive tourism were considered as important or very important. As consequence of this examination, **hypothesis H 3.4.3 is proven to be false**.

Table 80 - Frequency analysis for validation on hypothesis H 3.4.3

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Cities | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | | **100%** |
| Sun and beaches | Reg. Public | 50% | | 50% | | |
| | Reg. Private | | | | 50% | 50% |
| Historical villages and rural areas | Reg. Public | | | 50% | 50% | |
| | Reg. Private | | 50% | 50% | | |
| Monuments and heritage | Reg. Public | | | 50% | 50% | |
| | Reg. Private | | 50% | 50% | | |
| Scientific and technological tourism | Reg. Public | | | | | **100%** |
| | Reg. Private | | | **50%** | | **50%** |
| Residential tourism/lifestyle migration | Reg. Public | 50% | 50% | | | |
| | Reg. Private | | 50% | 50% | | |
| Golf | Reg. Public | 50% | 50% | | | |
| | Reg. Private | 50% | | 50% | | |
| Sea Tourism (surf, nautical sports) | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | **100%** | |
| Health and well-being | Reg. Public | | | 100% | | |
| | Reg. Private | | 50% | | 50% | |
| Local food | Reg. Public | | 50% | 50% | | |
| | Reg. Private | | | 50% | | 50% |
| Hunting tourism | Reg. Public | 50% | 50% | | | |
| | Reg. Private | 50% | | 50% | | |
| Sportive tourism | Reg. Public | | | | **50%** | **50%** |
| | Reg. Private | | | | **50%** | **50%** |
| Nature tourism | Reg. Public | | | | | 100% |
| | Reg. Private | | 50% | | 50% | |
| Religious tourism | Reg. Public | | | 100% | | |
| | Reg. Private | | 50% | 50% | | |

Source: Self elaboration

As a last dissect on pointing the products who will lead millennials to travel to Centro de Portugal, **local private entities and product/experience managers agreed on 79% (11) of put on analysis**. As important or very important the organizations choose cities, historical villages and rural areas, monuments and heritage, residential tourism/lifestyle migration, sea tourism, health and well-being, local food, sportive tourism, nature tourism. Golf and hunting tourism were seen as unimportant tourism products to millennials. The result obtained by this analysis proves that **hypothesis H 3.4.4 is true**.

**Table 81 - Frequency analysis for validation on hypothesis H 3.4.4**

| PRODUCTS | ENTITIES | FREQUENCIES | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Cities** | Local private | | 28,6% | | **42,9%** | **28,6%** |
| | Product Manager | | | | **57,1%** | **42,9%** |
| **Sun and beaches** | Local private | | 42,9% | 28,6% | | 28,6% |
| | Product Manager | | | 42,9% | 42,9% | 14,3% |
| **Historical villages and rural areas** | Local private | | | **28,6%** | **42,9%** | **28,6%** |
| | Product Manager | | * | **28,6%** | **28,6%** | **28,6%** |
| **Monuments and heritage** | Local private | | | **57,1%** | **14,3%** | **28,6%** |
| | Product Manager | | | **42,9%** | **28,6%** | **28,6%** |
| **Scientific and technological tourism** | Local private | 14,3% | 28,6% | 14,3% | | 42,9% |
| | Product Manager | | | 14,3% | 28,6% | 57,1% |
| **Residential tourism/lifestyle migration** | Local private | 28,6% | | **42,9%** | **14,3%** | **14,3%** |
| | Product Manager | | 28,6% | **28,6%** | **42,9%** | |
| **Golf** | Local private | **28,6%** | **57,1%** | | | 14,3% |
| | Product Manager | **42,9%** | **42,9%** | | 14,3% | |
| **Sea Tourism (surf, nautical sports)** | Local private | | 14,3% | | **28,6%** | **57,1%** |
| | Product Manager | | | | **42,9%** | **57,1%** |
| **Health and well-being** | Local private | | | **14,3%** | **42,9%** | **42,9%** |
| | Product Manager | | 14,3% | **57,1%** | **14,3%** | **14,3%** |
| **Local food** | Local private | | | **14,3%** | **57,1%** | **28,6%** |
| | Product Manager | | 14,3% | **42,9%** | **28,6%** | **14,3%** |
| **Hunting tourism** | Local private | **57,1%** | **28,6%** | | | 14,3% |
| | Product Manager | **42,9%** | **28,6%** | 28,6% | | |
| **Sportive tourism** | Local private | | 14,3% | | **14,3%** | **71,4%** |
| | Product Manager | | 28,6% | | **42,9%** | **28,6%** |
| **Nature tourism** | Local private | | | | | **100,0%** |
| | Product Manager | | | **14,3%** | **14,3%** | **71,4%** |
| **Religious tourism** | Local private | 14,3% | 71,4% | 14,3% | | |
| | Product Manager | 28,6% | 14,3% | 14,3% | 28,6% | 14,3% |

Source: Self elaboration

Analysing the results from this section as a whole, all hypotheses were proven to be true with the exception of hypothesis H 3.4.3 that was considered false. This results supports the recognition of **hypothesis H 3.4 as true**.

**Table 82 - Validation on hypothesis H 3.4**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| H 3.4 | The entities´ perception about the strategic products to Centro de Portugal regarding the millennial generation is aligned | TRUE |
| H 3.4.1 | There is an alignment between national and regional public entities in pinpoint the most important touristic products in Centro de Portugal regarding the millennial generation | TRUE |
| H 3.4.2 | There is an alignment between regional public in pinpoint the most important touristic products in Centro de Portugal regarding millennial generation | TRUE |
| H 3.4.3 | There is an alignment between private and public in pinpoint the most important touristic products in Centro de Portugal regarding millennial generation | FALSE |
| H 3.4.4 | There is an alignment between managers and private entities conducting their business in a specific product experience in pinpoint the most important touristic products in Centro de Portugal regarding millennial generation | TRUE |

After all the sub-hypothesis regarding the analysis on millennials visiting Centro de Portugal are done, it is time to, through these answers, give a validation on hypothesis H3. With two true hypotheses (H 3.3, H 3.4), one false (H 3.1) and one where the data is not conclusive (H 3.2), the results are not consensual enough to draw an accountable validation, concluding that **hypothesis H3 is not answerable due to their inconclusive data**.

**Table 83 - Validation on hypothesis H3**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H3** | **The agents share the same strategy regarding how to attract millennials to Centro de Portugal** | **DATA IS NOT CONCLUSIVE** |
| H 3.1 | The entities´ perception about the millennials´ motivations to travel to Centro de Portugal is aligned | FALSE |
| H 3.2 | The entities´ perception about the sources of information used by millennials when planning a travel to Centro de Portugal are not aligned | DATA IS NOT CONCLUSIVE |
| H 3.3 | The entities´ perception about the possible advantages on adoption a strategy based on millennials' segmentation in Centro de Portugal is aligned | TRUE |
| H 3.4 | The entities´ perception about the strategic products to Centro de Portugal regarding the millennial generation is aligned | TRUE |

Source: Self elaboration

## 7.6. DISCUSSION

Before discussing the research results, it is important to summarize all the main hypothesis and their validations, providing an important starting point to dissect the research and find important relations and relevant outputs out of this investigation. The table 84 resumes the research´s main and sub-hypothesis.

The first conclusion when looking to the table is that, although there is an agreement about the millennials characteristics and travel habits, and an understating about the general tourist behaviour regarding the region, **this research could not conclude with certainty if Centro de Portugal has a strategy to effectively attract millennials**. This could rise the assumption that Centro de Portugal does not know how to attract millennials or just is not a strategic market to the region.

This factor could also be explained by other conclusion taken from the same table: **the entities do not share the same opinion about the travel motives about millennials in general, the typical tourist who visits Centro de Portugal and millennials that could possibly visit the region**. This can be a big problem, taking in account that in the research was concluded that tourists only travel when they have the motivation for that. Going in more depth on the motivation question, only one of the motivation-related hypothesis were proven to be true when the two public regional entities were asked about the general motives that leads a millennial tourist to travel (H 1.2.2).

**Table 84 - Research hypothesis´ validation**

| NUMBER | HYPOTHESIS | VALIDATION |
|---|---|---|
| **H1** | **The agents´ perspective regarding millennial generation and their travel habits is aligned** | **TRUE** |
| H 1.1 | The entities´ perception about the millennials main characteristics is aligned | TRUE |
| H 1.2 | The entities´ perception about the millennials´ motivations to travel is aligned | FALSE |
| H 1.3 | The entities´ perception about the sources of information when used by millennials when planning a travel is aligned | TRUE |
| H 1.4 | The entities´ perception about the possible advantages in a segmentation based on millennials is aligned | TRUE |
| **H2** | **The agents share the same perspectives about the tourists who visits Centro de Portugal** | **TRUE** |
| H 2.1 | The entities´ perception about the tourists´ motivations to travel to Centro de Portugal is aligned | FALSE |
| H 2.2 | The entities´ perception about where the tourists search the information about the Centro de Portugal is aligned | TRUE |
| H 2.3 | The entities´ perception about the strategic products to Centro de Portugal is aligned | TRUE |
| **H3** | **The agents share the same strategy regarding how to attract millennials to Centro de Portugal** | **DATA IS NOT CONCLUSIVE** |
| H 3.1 | The entities´ perception about the millennials´ motivations to travel to Centro de Portugal is aligned | FALSE |
| H 3.2 | The entities´ perception about the sources of information used by millennials when planning a travel to Centro de Portugal are not aligned | DATA IS NOT CONCLUSIVE |
| H 3.3 | The entities´ perception about the possible advantages on adoption a strategy based on millennials' segmentation in Centro de Portugal is aligned | TRUE |
| H 3.4 | The entities´ perception about the strategic products to Centro de Portugal regarding the millennial generation is aligned | TRUE |

The second problem coming from this factor is, **if the entities could not agree on what motivates a general tourist to travel to Centro de Portugal, how they can effectively segment any market?** The guilty is the public sector that does not take interest on the region´s private businesses? Or the blame has to go to private sector who thinks it does not need the information that public entities have about the tourism in Centro de Portugal? Or the two are responsible for this misunderstanding? The solution could start with **public entities improving their relationships with the private and product/experience managers and promote the exchange of knowledge between organizations**.

Before the motivational factors enter in consideration on a tourism strategy, entities should recognize the main traits on the segment they want to invest, in this case, comprehend what characterize a millennial. **All the entities recognize from the 14 characteristic put in analysis only three: achieve a balance between personal and work life, the open-minded spirit and the awareness for the well-being of the community**. On the other side **the entities did not agreed globally in a trait that is not characteristic in this cohort**.

An important factor obtained in this question is that **private and public entities have troubles in agree on the millennials´ main characteristics**. Whilst public entities easily agree on most of the traits, public and private regional entities only agreed in three traits, given the 14 choices all found in the literature. This raises again the question of who´s to blame on this matter.

When analyse the sources of information, **all entities agree that internet is the most important source where to put the information about a destination**. Opinion makers/bloggers, review sites and travel blogs, and social media are the only sources with all the entities agree when asked where the millennials search for information in general for a travel and more specifically if they wanted to travel to Centro de Portugal.

Turning to the advantages on taking a segmentation based on millennials, the research identified some interesting points to take in analysis. **When examining the advantages in a general way with the benefits to Centro de Portugal only one factor is in harmony in all the hypothesis: the creation of new market trends**. When asked about **the advantages on a general way the organizations besides the factor said previously, pointed the seasonality reduction, the increase of sharing economy´s services and the destination "discovery" by tourists not from the mass tourism circuit.** But when inquire about the **benefits brought to the region the entities agreed in the increase on the total expenditure in the destination, and directed to local businesses, and influence on their peer´s destination choice**.

The choice on "discovering" the destination, not searched by mass tourists in a general comprehension but not when related to Centro de Portugal could lead to the conclusion that **entities think this region is not labelled "off the beaten track" and is already searched by the mass tourism.** The same type of selection made on the increase in sharing economy´s services offer in the destination could mean that **the region is not have the tourist flux big enough for sharing economy to prosper or the territory and their people is not yet familiarized with this type of business.**

The discrepancy on some answers between these two questions rises some **doubts on the entities knowledge about on the advantages brought by a millennial when travelling to a specific destination**. Why millennials can reduce seasonality in other regions but not in Centro de Portugal? Or why millennials spend more money in Centro de Portugal but not in other regions? It is important to notice that entities do not achieve an agreement when asked if millennials could stimulate the domestic market or make a "comeback" trip to remember an important milestone in their lives. This possibly puts out of the equation a strategy to stimulates the domestic travel between this cohort for example.

Changing the discussion to the strategic products, the research first tried to understand what the entities though which products were most importance in Centro de Portugal regarding all tourists, and then inquire which same products were suitable to millennials who visit the region. Taking this two question together in analysis **only two in 14 products were agreed in all hypothesis regarding this subject: sea tourism (surf, nautical sports) and sportive tourism.** This disagreement is happened, mostly because the discrepancy between public and private regional entities when asked about the possible advantages on adopt a strategy based on millennials to Centro de Portugal, only agreeing in 29% of the products, the lowest percentage between the product-related hypothesis. Again the relation between these entities is in the centre of the research. This shows again the importance that a lack of communication could lead to problems when adopt a joint strategy to a region.

Outside this collective agreement, **the product "cities" was understood by all entities as strategic product for millennials who visit Centro de Portugal** and historical villages and rural areas, monuments and heritage, scientific and technological tourism, local food, nature tourism and religious tourism were seen as strategic products to all tourists who visit the region. Golf, residential tourism/lifestyle migration and hunting tourism were considered the least important products.

# 8. CONCLUSION

The present chapter will establish the connection between the state of the art´s analysis and the results obtained in the empirical part, answering the main objective and subsequently the research question, all define in the beginning of this investigation.

This dissertation proposed to give a first insight regarding Centro de Portugal and their tourism agents´ readiness to meet millennials´ needs and demands. To accomplish this objective, a set of exploratory interviews were conducted to selected entities to ascertain the level of agreement between these organizations in questions like the millennials characteristics, sources of information used or advantages on take a strategy based on millennials. The data collected together with the analysis on the literature will provide the answer to this investigation.

This literature review, beside the obligatory study on millennials, focused on experiences, due to their big impact on tourism. But before entering the tourism experiences, a study on how this concept entered on consumption research and marketing was necessary to offer a complete understanding on the matter.

This research showed how the experience phenomena possesses several dimensions and definitions, either inside or outside the consumption science and marketing. Some of them meant a significant evolution on the field while others provided little or no evolution on the understanding what an experience is. All this **experience "variations" were explained and later gathered in a framework to better elucidating how they appear in the literature and comprehend some of the relations between these ideas**.

The chapter did not finish without **provide the knowledge necessary to create and design an experience, how to maintain it without losing impact**. The experience should, among other factors, define a clear activity or theme, control the impressions given by the product/organization and eliminate the negative clues, insert the roles of imaginations and nostalgia and mixed them with memorabilia. The companies should encourage the costumer to participate and relate with the environment, managing the experience in a way that does not lost their initial impact.

With the concept of experience understood, the research moved to understand what is a **tourism experience**. The concept evolved along the years, starting with questions like authenticity and the relation with the sacredness and spirituality, developing to a break from the routine of everyday life. To study all these questions were created several approaches: definitonal, post-hoc, immediate, business or attraction and the tourism as a co-creation process. This approaches tried to understand and provide definitions and theories to this phenomenon. Many authors tried to divide the tourism experience in different elements, dimensions and stages, trying to describe all the process starting with choosing the destination until the comeback and recollection of memories.

These frameworks forget two aspects which have big importance in this ecosystem: the tourist who is main "actor" and has a set of characterisitcs and traits that have to be subject of research in each stage of the experience, and the destination who provide the "stage" for the experience and has to improve their competitiveness to face their competition and constantly evaluate their experience through the satisfaction level on the tourist.

This research **proposed a model to fill the gap identified previously where the tourist experience, the tourist and the destination are included in a dynamic system, and where all the relation are taking in account**, dividing the process in four big steps (motivation, territory/product, experience and recollection) as well the constraints present on the tourist and the destination sides.

The research followed from the experience to the characterization of the group focused in this investigation: the **millennials**. This generation offers a challenge on their characterization, with several names given to them and the location in time, which is not consensual between the academics. A **systematization on their main characteristic** is present in the chapter, where was found traits like their collaborative spirit, ambition or an optimistic outlook in life.

Their **behaviour in tourism was also analysed**. They consider travel as a right and even more problematic economic climates do not stop a millennial to see the world. Their close parent's involvement helps creating a group of people with respectful spending power, and their age provide an opportunity for visit a specific destination more than one time in their life's.

Millennials do not seek only leisure anymore. They want active and purposeful forms of travel like work and study abroad, volunteer and learn a new language in a new country. They seek personal development through “local” and “authentic” experiences. Beside authenticity, millennials want social validation from their peers to fill their need for integration. The peer review is an important factor when they planning a trip and this cohort is trusting again in the opinion of travel agents and providers. They expect from businesses personalised offers, instant gratification and convenience translated in easy access to information and booking processes.

With the people and their motivation analysed, the next stage was examining the territory/product, in this case, the **Centro de Portugal**. The region has a quality offer with a very respectful number of accommodations and a diversified number of cultural facilities, sites and products suitable for various segments. In relation to the tourism demand, Centro de Portugal has grown in the number of guests and overnight stays but still has a big issue to solve: the seasonality.

Centro de Portugal has three different entities who are involved on the creation of tourism strategies, one national (TP) and two regional (CCDR-C and TC). They want to focus on delivering quality experiences and a sustainable destination, focusing in the traditional products (culture, history and heritage) and new market approaches (scientific and technological tourism, sportive tourism, etc.). Nevertheless, **a lack of alignment in the national and regional strategies was identified**.

With all the information for the research gathered and reviewed, the data collection and analysis was the next stage. The sociodemographic profile shows that half of the interviewers live in district capitals and the majority of people representing the entities are from high roles inside their organizations.

Starting by the millennials´ characteristics, it is not possible to argue that entities are right or wrong about the characteristics because all the features present for analysis were found in the literature but this research recognized **little agreement between public and private regional entities on millennials´ characteristics, suggesting a need for better exchange of information between these organizations.**

When it comes to understand the motives to travel the **entities do not agree even on identifying the motivations for a typical tourist who visits Centro de Portugal**. The research does not possess a big sample to extrapolate any big conclusions but still rises some questions about the quality of relations between these entities and how they exchange the information about their tourists.

Regarding sources of information, the data proves partially the conclusions from the theoretical study. It agrees that **millennials use internet as primarily source of information**, where they seek for validation and inspiration in social media and by opinion makers and bloggers, however the **peer review based on family and friends, and the resurgence of travel agents is not recognizable in the data collected**. In some hypothesis, travel agents are even considered unimportant sources of information.

When evaluating the possible advantages on taking a millennial segmentation, the **seasonality reduction is seen by the entities as an advantage on a general analysis but not regarding Centro de Portugal**. As a region with half of the tourists visiting the territory in the high season is a counter-productive feature found in the data. In the same section it is possible to identify that all the entities agree on millennials as trendsetters and the by the data gathered it is possible to suppose that Centro de Portugal has not the tourist flux big enough for a dynamic sharing economy supporting the tourism industry.

In relation to the strategic products the organizations selected **sea and sportive tourism as the only products important to the region regarding the general tourists who visit the region and the potential millennials who are planning a trip to Centro de Portugal**. As an already broadly promoted product promoted in the region, sea tourism is one the most famous experiences in Centro de Portugal due to their quality coast who receives several events with worldwide coverage. However sportive tourism was considered a new bet to the region, showing that this choice is well appreciated by the entities.

Lastly, answering the research question and the main objective, the starting points on this investigation (*Is Centro de Portugal and their tourism agents prepared to meet the Millennials´ needs and demands?)* it is concluded that:

- **The entities are prepared to meet the needs and demands of millennials**, being capable of an agreement on their main characteristics, mostly of sources of information used and the possible advantages brought by a millennial segmentation;
- **The entities should improve their communication and information exchange**, mainly in the study on what motivates a tourist to travel to Centro de Portugal and more specific the millennials;
- **If Centro de Portugal wants in the future adopt a strategy to attract millennials, there must be a careful planning**, listen to all stakeholders, taking in account their opinions, research their motivations and sources of information used when planning a trip, to create an effective segmentation, with all the interested parts in sync.

## 8.1. CONTRIBUTIONS, LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

Beyond the main conclusion taken from this research, it is important to make reference to where this investigation contributed, their limitations and suggest future researches related to this field of study.

The main **contribution** made by this research is the study itself, one of the first attempts on measure a destination readiness regarding millennials needs and demands. As seen in the literature, this generation a very lucrative market and study how a destination could be prepared or not to receive this cohort can contribute the improve the destination competitiveness and sustainability.

Another scientific contribution made by this investigation is the identification of a gap in the literature where does not exist an explanation for the tourism experience as a system composed by three main elements: the experience, the tourist and the destination. The model build in this research help to fill that void elucidating how these three elements relate with each other.

Other contributions related with the state of the art review are the systematizations made on the other two theoretical chapters. The first chapter explains the several dimensions of an experience and the proposal of relate each other in a hierarchical framework. The second systematization is present in the chapter 3, where the millennials´ main characteristics present in the literature are gathered in on table offering the scholars perspective on this generation.

For the sector, this research gives a new model that companies can used to improve their competitiveness and sustainability, identifying the tourist´s motivational aspects and what they want seek in an experience, and improving the destination competitiveness, who have to constantly evaluate all the factors who have influence on the experience quality in the territory.

The tourism industry can also use all the knowledge gathered about millennials. The collection of papers and studies made by other academics and companies, gathered in one place, can help companies to know what this generation seek on their travels and improve the business strategies regarding this market.

As **limitations,** the main constraint to this investigation is the reduced sample used to validate the research´s hypothesis and extrapolate the conclusions to the real world. The main ideas taken from this study are only guidelines that the entities can used to improve their action in the field of business and improve their competitiveness.

Another weakness identified in the study is their lack of depth in the factor analysed. As an exploratory study, concerned firstly in understand the theory that can support further studies in this area, the research used only four characteristics to evaluate (millennials characteristics, motivations, sources of information and millennials segmentations advantages).

For **future research**, is recommended a more depth research, with a sample of interviewers more wide and more factors to be analysed. Thus, the future conclusions can have impact in futures strategies implemented in the territories.

Besides the offer, it is also necessary to evaluate the demand and create academic studies where the millennials are asked about what motivates them to go to a specific destination, where they search the information when planning that trip, and what touristic products they prefer in a destination.

Analysisng the results´ discussion, it can also be identified other topic to be researched: the relation between public and private sector related their information exchange as regards to tourist preferences and behaviours, or an investigation on millennials as a market to reduce destinations seasonality.

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# APPENDICES

# APPENDIX 1 – INTERVIEW SCRIPT IN PORTUGUESE

## Capacidade de um Destino para Satisfazer as Necessidades e Exigências dos *Millennials*: O Caso do Centro de Portugal

Esta entrevista / questionário é parte integrante de uma investigação de mestrado que visa avaliar se a região Centro e os seus agentes estão preparados para as necessidades e exigências da geração *millennial*. A sua colaboração é muito importante para a realização deste estudo, para isso, gostaríamos de contar com a sua participação através do preenchimento das seguintes questões. As mesmas destinam-se unicamente para fins científicos.

Para este estudo a geração ***millennial*** representa todas as **pessoas nascidas entre 1982 e 2001**.

1. Indique a entidade para a qual está a responder à seguinte entrevista / questionário:

| | X |
|---|---|
| A2Z Adventures | |
| ADXTUR - Associação Desenvolvimento das Aldeias do Xisto | |
| Aldeias Históricas de Portugal | |
| Aveitour | |
| Câmara Municipal de Aveiro | |
| Casa do Xarês | |
| Comissão de Coordenação e Desenvolvimento da Região Centro | |
| Comunidade Intermunicipal de Aveiro | |
| Comunidade Intermunicipal do Oeste | |
| Convento de Cristo | |
| Fabridoce/Oficina do Doce | |
| Hotel Palácio da Lousã | |
| iClio – JiTTravel | |
| idTour | |
| Mosteiro da Batalha | |
| Naturexperiences | |
| Santa Cruz Ocean Spirit | |
| Turismo de Portugal, I.P. | |
| Turismo do Centro / Agência Regional de Promoção Turística Centro de Portugal | |

## Parte I: Geração *millennial*

2. Na sua opinião, quais as principais características da geração *millennial*? (utilize uma escala de 1 – nada característico a 5 – muito característico)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Desejo de *feedback* e retribuição instantâneas | | | | | |
| Espírito colaborativo / Trabalho em equipa | | | | | |
| Balanço entre vida pessoal e profissional | | | | | |
| Confiante e seguro de si | | | | | |
| Espírito positivo e com esperança no futuro | | | | | |
| Ambicioso / *Risk Taker* / Orientado para o sucesso | | | | | |
| Protegido / Pressionado / Envolvimento da família nas suas decisões | | | | | |
| Capacidade de *multitasking* | | | | | |
| Rebelde | | | | | |
| Narcisista | | | | | |
| Autónomo / Independente / Deseja mostrar a sua individualidade | | | | | |
| Deseja criar impacto no mundo / Trabalha em função de uma causa | | | | | |
| Pensamento *open-mind* | | | | | |
| Preocupado com o bem-estar da comunidade | | | | | |

3. Tendo em conta as características que definem esta geração, selecione as 5 principais motivações, que na sua opinião, levam as pessoas desta geração a viajar:

| | X |
|---|---|
| Relaxamento / fuga ao stress | |
| Visitar família e/ou amigos | |
| Aprender algo novo, estimulando a curiosidade | |
| Exibicionismo para com os seus pares (família e amigos) / *show of* | |
| Autenticidade histórica, patrimonial e cultural | |
| Necessidade de encontrar algo único | |
| Necessidade de visitar algo novo | |
| Procura de experiências emocionais e memoráveis | |
| Desenvolvimento pessoal através do contacto com uma nova cultura | |
| Aposta numa educação superior fora do seu país de residência | |
| Locais recônditos ou *hidden gems*, fora da rota do turismo de massas | |
| Revisitar um destino devido à marca que deixou nas viagens anteriores | |
| Gastronomia local | |
| Fé / religião | |
| Viagem de negócios | |
| Participar numa conferência ou congresso | |
| Festivais e agenda cultural | |
| Outro: | |

4. Quais as principais fontes de informação utilizadas pelos *millennials* para planearem as suas viagens? (utilize uma escala de 1 – nada importante e 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Experiências passadas | | | | | |
| Família / amigos | | | | | |
| Agentes de viagens | | | | | |
| *Opinion makers / bloggers* | | | | | |
| Internet (sites de *review*, sites ou fóruns de viagens, etc.) | | | | | |
| *Social media* | | | | | |
| Feiras e/ou exposições | | | | | |
| Livros, guias ou brochuras do destino | | | | | |
| Outro: | | | | | |

5. Indique por grau de importância, quais as principais vantagens, de uma aposta na geração *millennial* como segmento estratégico para um destino? (utilize uma escala de 1 – nada importante e 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Estimulação do mercado doméstico | | | | | |
| Redução da sazonalidade | | | | | |
| Aumento da despesa dos turistas nos negócios locais | | | | | |
| Aumento das despesas totais efetuadas no destino | | | | | |
| Aumento da oferta de serviços relativos à *sharing economy* (e.g. AirBnB ou Uber) no destino | | | | | |
| Possibilidade de regresso ao destino | | | | | |
| "Descoberta" do destino, ainda não alvo do turismo de massas | | | | | |
| Criação de novas tendências de mercado | | | | | |
| Influência na escolha do destino dos seus pares (família e amigos) | | | | | |

## Parte II: Região Centro de Portugal

6. Como caracteriza os seguintes produtos turísticos no que toca à sua importância para o desenvolvimento turístico da região? (utilize uma escala de 1 – nada importante a 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Cidades | | | | | |
| Sol e praia | | | | | |
| Aldeias históricas e áreas rurais | | | | | |
| Monumentos e património | | | | | |
| Turismo científico e tecnológico | | | | | |
| Turismo residencial / *lifestyle migration* | | | | | |
| Golfe | | | | | |
| Turismo do mar (surf, desportos náuticos) | | | | | |
| Saúde e bem-estar | | | | | |
| Gastronomia | | | | | |
| Turismo de caça | | | | | |
| Turismo desportivo | | | | | |
| Turismo de natureza | | | | | |
| Turismo religioso | | | | | |
| Outro: | | | | | |

7. Enumere as 5 principais motivações, que na sua opinião, levam o turista a viajar para o Centro de Portugal:

| | X |
|---|---|
| Relaxamento / fuga ao stress | |
| Visitar família e/ou amigos | |
| Aprender algo novo, estimulando a curiosidade | |
| Exibicionismo para com os seus pares (família e amigos) / *show of* | |
| Autenticidade histórica, patrimonial e cultural | |
| Necessidade de encontrar algo único | |
| Necessidade de visitar algo novo | |
| Procura de experiências emocionais e memoráveis | |
| Desenvolvimento pessoal através do contacto com uma nova cultura | |
| Aposta numa educação superior fora do seu país de residência | |
| Locais recônditos ou *hidden gems*, fora da rota do turismo de massa | |
| Revisitar um destino devido à marca que deixou nas viagens anteriores | |
| Gastronomia local | |
| Fé / Religião | |
| Viagem de negócios | |
| Participar numa conferência ou congresso | |
| Festivais e agenda cultural | |
| Outro: | |

8. Na sua opinião, quais as principais fontes de informação utilizadas pelos turistas na escolha do Centro de Portugal como destino das suas viagens? (utilize uma escala de 1 – nada importante e 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Experiências passadas | | | | | |
| Família / amigos | | | | | |
| Agentes de viagens | | | | | |
| *Opinion makers* / *bloggers* | | | | | |
| Internet (sites de *review*, sites ou fóruns de viagens, etc.) | | | | | |
| *Social media* | | | | | |
| Feiras e/ou exposições | | | | | |
| Livros, guias ou brochuras do destino | | | | | |
| Outro: | | | | | |

## Parte III: Região Centro de Portugal e a geração *millennial*

9. Qual a importância que os seguintes produtos turísticos podem ter para os *millennials?* (utilize uma escala de 1 – nada importante a 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Cidades | | | | | |
| Sol e praia | | | | | |
| Aldeias históricas e áreas rurais | | | | | |
| Monumentos e património | | | | | |
| Turismo científico e tecnológico | | | | | |
| Turismo residencial / *lifestyle migration* | | | | | |
| Golfe | | | | | |
| Turismo do mar (surf, desportos náuticos) | | | | | |
| Saúde e bem-estar | | | | | |
| Gastronomia | | | | | |
| Turismo de caça | | | | | |
| Turismo desportivo | | | | | |
| Turismo de natureza | | | | | |
| Turismo religioso | | | | | |
| Outro: | | | | | |

10. Enumere as 5 principais motivações, que na sua opinião, podem levar um *millennial* a viajar para o Centro de Portugal:

| | X |
|---|---|
| Relaxamento / fuga ao stress | |
| Visitar família e/ou amigos | |
| Aprender algo novo, estimulando a curiosidade | |
| Exibicionismo para com os seus pares (família e amigos) /*show of* | |
| Autenticidade histórica, patrimonial e cultural | |
| Necessidade de encontrar algo único | |
| Necessidade de visitar algo novo | |
| Procura de experiências emocionais e memoráveis | |
| Desenvolvimento pessoal através do contacto com uma nova cultura | |
| Aposta numa educação superior fora do seu país de residência | |
| Locais recônditos ou *hidden gems*, fora da rota do turismo de massa | |
| Revisitar um destino devido à marca que deixou nas viagens anteriores | |
| Gastronomia local | |
| Fé / religião | |
| Viagem de negócios | |
| Participar numa conferência ou congresso | |
| Festivais e agenda cultural | |
| Paisagens naturais e arquitetura | |
| Outro: | |

11. Na sua opinião, quais as principais fontes de informação utilizadas pelos *millennnials* na escolha do Centro de Portugal como destino das suas viagens? (utilize uma escala de 1 – nada importante e 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Experiências passadas | | | | | |
| Família / amigos | | | | | |
| Agentes de viagens | | | | | |
| *Opinion makers / bloggers* | | | | | |
| Internet (sites de *review*, site e fóruns de viagens, etc.) | | | | | |
| *Social media* | | | | | |
| Feiras e/ou exposições | | | | | |
| Livros, guias e brochuras do destino | | | | | |
| Outro: | | | | | |

12. Na sua opinião, quais seriam as principais vantagens em apostar na geração *millennial* como segmento estratégico para a região Centro de Portugal? (utilize uma escala de 1 – nada importante e 5- muito importante):

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Estimulação mercado doméstico | | | | | |
| Redução da sazonalidade | | | | | |
| Aumento da despesa dos turistas nos negócios locais | | | | | |
| Aumento das despesas totais efetuadas no destino | | | | | |
| Aumento da oferta de serviços relativos à *sharing economy* (e.g. *AirBnB* ou *Uber*) no destino | | | | | |
| Possibilidade de regresso ao destino | | | | | |
| "Descoberta" do destino, ainda não alvo do turismo de massas | | | | | |
| Criação de novas tendências de mercado | | | | | |
| Influência na escolha do destino dos seus pares (família e amigos) | | | | | |

## Parte VI: Dados sociodemográficos

13. Idade:

| | |
|---|---|
| <25 | |
| 25 - 34 | |
| 35 - 44 | |
| 45 – 34 | |
| 55 – 64 | |
| 65< | |

14. Género:

| | |
|---|---|
| Masculino | |
| Feminino | |

15. Habilitação Académica:

| | |
|---|---|
| Ensino Básico (1.º ciclo) | |
| 2º Ciclo | |
| 3º Ciclo | |
| Ensino Secundário | |
| Curso Profissional | |
| Barchelato | |
| CET / TesP | |
| Licenciatura | |
| Mestrado / Pós-Graduação | |
| Doutoramento | |

16. Concelho de Residência: ______________________________

17. Cargo que ocupa na organização: ______________________

Muito Obrigado pela sua colaboração.

Tiago Lopes, Universidade de Aveiro

# APPENDIX 2 – INTERVIEW SCRIPT IN ENGLISH

### Destination Readiness to the Needs and Demands of Millennials: Centro de Portugal Case Study

This interview/survey is part of a master dissertation which wants to give a first insight on Centro de Portugal and their agents´ readiness to meet millennials´ needs and demands. Your collaboration is very important to this research, thus, we like to count with your participation by answering the following questions. These questions are to scientific purposes only.

For this study, the millennial generation represents all people born between 1982 and 2001.

1. Please identify for which entity you will answer the following interview/survey:

| | X |
|---|---|
| A2Z Adventures | |
| ADXTUR - Associação Desenvolvimento das Aldeias do Xisto | |
| Aldeias Históricas de Portugal | |
| Aveitour | |
| Câmara Municipal de Aveiro | |
| Casa do Xarês | |
| Comissão de Coordenação e Desenvolvimento da Região Centro | |
| Comunidade Intermunicipal de Aveiro | |
| Comunidade Intermunicipal do Oeste | |
| Convento de Cristo | |
| Fabridoce/Oficina do Doce | |
| Hotel Palácio da Lousã | |
| iClio – JiTTravel | |
| idTour | |
| Mosteiro da Batalha | |
| Naturexperiences | |
| Santa Cruz Ocean Spirit | |
| Turismo de Portugal, I.P. | |
| Turismo do Centro / Agência Regional de Promoção Turística Centro de Portugal | |

## Part I: Millennial Generation

2. In your opinion, what are the main characteristics of millennial generation? (use a scale where 1 is very uncharacteristic and 5 very characteristic)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Instant feedback and gratification | | | | | |
| Collaborative spirit / Team work | | | | | |
| Balance between personal and work life | | | | | |
| Confident and well-assured | | | | | |
| Positive thinking and optimistic outlook in life | | | | | |
| Ambitious / Risk taker / Success oriented | | | | | |
| Sheltered / Pressured / Family Involvement | | | | | |
| Multitasker | | | | | |
| Rebellious | | | | | |
| Narcissist | | | | | |
| Autonomous / Independent / Wants to show his/her individuality | | | | | |
| Wants to create an impact in the world / Cause related work | | | | | |
| Open-minded | | | | | |
| Worried with community well-being | | | | | |

3. Taking in account the characteristics which define this generation, enumerate the 5 main motivations, which in your opinion, could lead this people to travel:

| | X |
|---|---|
| Relaxation / Stress Relieve | |
| Visiting friends and family | |
| Learn somethin new, stimulating curiosity | |
| Exhibitionism to their peers / Show off | |
| Historic, patrimonial and cultural authenticity | |
| Find something unique | |
| Find something new | |
| Search for emotional and memorable experiences | |
| Personal development, through a contact with a new culture | |
| Sign in a high school / university abroad | |
| Find Hidden gems, outside the mass tourism circuit | |
| Revisit a destination due to the significant in previous travels | |
| Local food | |
| Faith / Religion | |
| Business trip | |
| Participate in a conference or congress | |
| Festivals and cultural agenda | |
| Other | |

4. What are the main sources of information used by millennials when it comes to plan their trips? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Previous experiences | | | | | |
| Family / Friends | | | | | |
| Travel agentes | | | | | |
| Opinion makers / bloggers | | | | | |
| Internet (review site, travel forums, etc.) | | | | | |
| Social media | | | | | |
| Exhibitions and Trade Shows | | | | | |
| Books, guides and destination brochures | | | | | |
| Outro: | | | | | |

5. Indicate by importance rate, which are the main advantages for a destination in a strategic segmentation based on millennial generation? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Domestic market stimulation | | | | | |
| Seasonality reduction | | | | | |
| Increase in tourist expenditure directed to local businessess | | | | | |
| Increase in total tourist expenditure on the destination | | | | | |
| Increase in sharing economy´s services offer on the destination | | | | | |
| Possibility to comeback to destinaton | | | | | |
| "Discovering" of a destination, not searched yet by mass tourists | | | | | |
| Creation of new market trends | | | | | |
| Influencing their peers´ destination choice | | | | | |

## Parte II: Centro de Portugal

6. How do you characterize the following touristic products, regarding their importance to the region´s touristic development? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Cities | | | | | |
| Sun and beaches | | | | | |
| Historical villages and rural áreas | | | | | |
| Monuments and heritage | | | | | |
| Scientific and technological tourism | | | | | |
| Residential tourism / Lifestyle migration | | | | | |
| Golf | | | | | |
| Sea Tourism (surf, nautical sports) | | | | | |
| Health and well-being | | | | | |
| Local food | | | | | |
| Hunting tourism | | | | | |
| Sportive tourism | | | | | |
| Nature tourism | | | | | |
| Religious tourism | | | | | |
| Other | | | | | |

7. Enumerate the 5 principal motivations, which in your opinion, could lead tourists to travel to Centro de Portugal:

| | X |
|---|---|
| Relaxation / Stress Relieve | |
| Visiting friends and family | |
| Learn somethin new, stimulating curiosity | |
| Exhibitionism to their peers / Show off | |
| Historic, patrimonial and cultural authenticity | |
| Find something unique | |
| Find something new | |
| Search for emotional and memorable experiences | |
| Personal development, through a contact with a new culture | |
| Sign in a high school / university abroad | |
| Find Hidden gems, outside the mass tourism circuit | |
| Revisit a destination due to the significant in previous travels | |
| Local food | |
| Faith / Religion | |
| Business trip | |
| Participate in a conference or congress | |
| Festivals and cultural agenda | |
| Other | |

8. In your opinion, which are the main source of information used by tourists when it comes to choose Centro de Portugal as a travel destination? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Previous experiences | | | | | |
| Family / Friends | | | | | |
| Travel agentes | | | | | |
| Opinion makers / bloggers | | | | | |
| Internet (review site, travel forums, etc.) | | | | | |
| Social media | | | | | |
| Exhibitions and Trade Shows | | | | | |
| Books, guides and destination brochures | | | | | |
| Outro: | | | | | |

## Parte III: Millennials visiting Centro de Portugal

9. Which importance could the following touristic products have to the millennial generation? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Cities | | | | | |
| Sun and beaches | | | | | |
| Historical villages and rural áreas | | | | | |
| Monuments and heritage | | | | | |
| Scientific and technological tourism | | | | | |
| Residential tourism / Lifestyle migration | | | | | |
| Golf | | | | | |
| Sea Tourism (surf, nautical sports) | | | | | |
| Health and well-being | | | | | |
| Local food | | | | | |
| Hunting tourism | | | | | |
| Sportive tourism | | | | | |
| Nature tourism | | | | | |
| Religious tourism | | | | | |
| Other | | | | | |

10. Enumerate the 5 main motivations, which in your opinion, could lead a millennial to travel to Centro de Portugal region:

| | X |
|---|---|
| Relaxation / Stress Relieve | |
| Visiting friends and family | |
| Learn somethin new, stimulating curiosity | |
| Exhibitionism to their peers / Show off | |
| Historic, patrimonial and cultural authenticity | |
| Find something unique | |
| Find something new | |
| Search for emotional and memorable experiences | |
| Personal development, through a contact with a new culture | |
| Sign in a high school / university abroad | |
| Find Hidden gems, outside the mass tourism circuit | |
| Revisit a destination due to the significant in previous travels | |
| Local food | |
| Faith / Religion | |
| Business trip | |
| Participate in a conference or congress | |
| Festivals and cultural agenda | |
| Other | |

11. In your opinion, what are the main sources of information used by millennials regarding choose Centro de Portugal as their travel destination? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Previous experiences | | | | | |
| Family / Friends | | | | | |
| Travel agentes | | | | | |
| Opinion makers / bloggers | | | | | |
| Internet (review site, travel forums, etc.) | | | | | |
| Social media | | | | | |
| Exhibitions and Trade Shows | | | | | |
| Books, guides and destination brochures | | | | | |
| Outro: | | | | | |

12. In your opinion, which would be the main advantages for Centro de Portugal in a strategic segmentation based on millennial generation? (use a scale where 1 is very unimportant and 5 very important)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Domestic market stimulation | | | | | |
| Seasonality reduction | | | | | |
| Increase in tourist expenditure directed to local businessess | | | | | |
| Increase in total tourist expenditure on the destination | | | | | |
| Increase in sharing economy´s services offer on the destination | | | | | |
| Possibility to comeback to destinaton | | | | | |
| "Discovering" of a destination, not searched yet by mass tourists | | | | | |
| Creation of new market trends | | | | | |
| Influencing their peers´ destination choice | | | | | |

## Parte VI: Sociodemographic Data

13. Age:

| | |
|---|---|
| <25 | |
| 25 - 34 | |
| 35 - 44 | |
| 45 – 34 | |
| 55 – 64 | |
| 65< | |

14. Gender:

| | |
|---|---|
| Male | |
| Female | |

15. Academic Degree:

| | |
|---|---|
| Primary School | |
| Middle School (2nd cycle) | |
| Middle School (3 rd cycle) | |
| Secundary School | |
| Professional School | |
| Previous Bologne´s Bachelor | |
| Technological Specialization Courses | |
| Bologne´s Bachelor | |
| Master/Post-Graduation | |
| PhD | |

16. Municipality of Residence: ____________________________________

17. Role in the organization: _____________________________________

Thankful for your collaboration.

Tiago Lopes, Universidade de Aveiro